



DEPARTMENT OF THE NAVY  
SPACE AND NAVAL WARFARE SYSTEMS CENTER ATLANTIC  
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NORTH CHARLESTON, SC 29419-9022

IN REPLY REFER TO:

SPAWARSYSCENLANTINST 12330.3  
8.1  
30 MAY 2017

SPAWARSYSCEN ATLANTIC INSTRUCTION 12330.3

From: Commanding Officer, Space and Naval Warfare Systems Atlantic

Subj: CIVILIAN MERIT PROMOTION PLAN

Ref: (a) 5 U.S.C. 2301  
(b) 5 U.S.C. 2302  
(c) 29 CFR Part 1614  
(d) Space and Naval Warfare Systems Center Science and Technology Reinvention Laboratory (SSC STRL) Joint Implementation Manual of May 2015  
(d) SPAWARSYSCENLANTINST 12330.2  
(e) Operation Hiring Solutions Strategic Recruitment Hiring Manager Guide  
(f) SPAWARSYSCENLANTINST 12270.1A  
(g) OMB Memo M-17-03 of Nov 16  
(h) SECNAV M-5210.1, DON Records Management Program

Encl: (1) SPAWARSYSCEN Atlantic Civilian Hiring Guide  
(2) Merit Promotion Plan Definitions  
(3) Anti-Nepotism Acknowledgement  
(4) Self-Inspection Checklist

1. Purpose. This instruction establishes policy in compliance with references (a) through (c) for the formation, function and execution of recruitment procedures to include Selection and Interview Panels, reference checks and interview protocol. This guidance will be adhered to for the recruitment of designated positions, listed in paragraphs 5f and 5g, when filled using competitive merit procedures. These recruitment procedures will allow selecting officials to fully comply with all references maximizing the use of existing Science and Technology Reinvention Laboratory (STRL) flexibilities to select the most qualified candidates in a timely manner. These procedures will also assist selecting officials in making effective selection decisions, based on standardized, repeatable, and auditable hiring procedures resulting in a highly qualified and diverse workforce.

2. Background. References (a) through (d) provide the statutory and regulatory framework under which merit promotion programs must operate. It is the intent of SPAWARSYSCEN Atlantic to maximize the flexibilities permitted under cited references.

3. Scope and Applicability. This instruction implements policy and processes for the recruitment of designated positions at SPAWARSYSCEN Atlantic. This guidance will be adhered to for all vacant positions filled using competitive merit procedures.

30 MAY 2017

4. Policy. It is SPAWARSYSCEN Atlantic policy to fill positions with the best-qualified candidates available by the most appropriate means. Per reference (a), merit promotion is but one staffing source for filling a position. Management may also use noncompetitive candidate sources such as reinstatement, reassignment, Veterans Recruitment Appointment (VRA), Schedule A (per reference (b), section 213.3102(u)), 30 percent or more disabled veteran, transfer, etc. Other means may be properly utilized concurrently or separately in order to meet the organization's mission needs and favorable employment goals.

5. Guidance

a. Selecting officials will be actively involved with the Human Resources (HR) Specialist in every appropriate step of the hiring process. HR Specialists are considered the subject matter experts (SMEs), possessing the expertise to meet the needs of their customers. SMEs consult and advise selecting officials and management through the recruitment process.

b. Positions will be filled from among the best qualified candidates available. Filling positions using merit promotion procedures requires the identification, qualification, evaluation, and selection of candidates without regard to political, religious, labor organization affiliation, marital or family status, race, color, gender, age, national origin, sexual orientation, or non-disqualifying disability. The area of consideration (AOC) must be sufficiently broad to ensure the availability of highly qualified candidates, taking into account the nature and level of the position covered. The competitive process must be based solely on job-related criteria.

c. Most recruitment actions are subject to mandatory provisions of one or more priority placement programs (PPP) including: the reemployment priority list (RPL); the Department of Defense (DoD) PPP; statutory rights of returning employees from overseas, military service, or workers' compensation; employees who have statutory placement rights administered by the Human Resources Office (HRO); and the Interagency Career Transition Assistance Plan.

d. Selection certificates issued by the assigned Office of Civilian Human Resources (OCHR) operations center have an initial expiration date of 25 calendar days from date of issuance and will be extended an additional 20 days only if unanticipated events delay selection. The selecting official's request to extend a certificate and justification for extension must be provided to the OCHR operations center no later than 3 business days prior to the certificate's expiration date. Extensions beyond 45 days from the date of the certificate issuance, require approval by the Human Resources Director (HRD) prior to submission to the OCHR operations center. Once approved by the HRD, final approval must be reviewed by the Executive Director before forwarding to the OCHR director or OCHR Headquarters (HQ). These extensions will be rare and approved for unusual circumstances only. Overdue or inactive recruitment actions are subject to cancellation.

e. STRL positions classified as NO-04, NR-04 or NG-05 require an interview and a minimum of two reference checks when filled using merit promotion procedures.

30 MAR 2017

f. STRL positions classified as NO-05, NR-05, or ND-04 require an interview and a minimum of two reference checks when filled using merit promotion procedures.

g. The following positions require both a selection panel and an interview panel when filled using competitive merit promotion procedures:

(1) STRL positions classified as NM.

(2) STRL positions classified as ND-05 or NO-06.

(3) Positions classified under STRL that are not at the levels identified above, but, considered to be key positions in the organization.

h. The use of panels for positions identified in subparagraphs 4e and 4f, as noted above, is optional. If a panel is used, the procedures outlined in enclosure (1) must be followed.

i. Selecting officials and all panel members, including the Command hiring representative, are required to sign a non-disclosure memorandum and an anti-nepotism acknowledgment form prior to the execution of any tasks related to the recruitment.

j. Interviews and a minimum of two reference checks must be conducted for all positions within SPAWARSCEN Atlantic, regardless of pay level and hiring authority, including Direct Hire Authority (DHA) and Expedited Hiring Authority (EHA). Consideration must be given to organization location and the complexity and critical nature of the position.

k. Complete records on each selection will be maintained for a period of 2 years from the date the selectee entered on duty, the recruitment was cancelled, or after formal evaluation by the Office of Personnel Management (OPM), whichever occurs first.

l. All original, supporting, recruitment documentation, including all notes taken during the recruitment process, must be forwarded to the HRO upon candidate selection. These records contain sufficient information to allow reconstruction of the merit promotion action. Merit promotion case files previously requested by the HRO, legal office or the equal employment opportunity (EEO) office for retention will be forwarded to the appropriate point of contact when the mandatory 2-year retention period has expired.

m. SPAWARSCEN Atlantic will adhere to the recruitment procedures outlined in enclosure (1), the SPAWARSCEN Atlantic Civilian Hiring Guide, to include selection and interview panels, reference checks, and interview protocol, as appropriate, for the recruitment of all SPAWARSCEN Atlantic positions using the competitive procedures to ensure a standardized and consistent hiring practice.

n. Actions covered by this merit promotion instruction:

(1) Promotion or conversion to a position at a higher grade.



30 Mar 2017

(2) Transfer or reinstatement to a permanent or temporary position at a higher grade or with more promotion potential than previously held on a permanent basis in the competitive service.

(3) Time-limited promotion for more than 120 days to a higher graded position. A temporary promotion may be made permanent without competition if the temporary promotion was originally made under competitive procedures and the initial announcement informed potential candidates.

(4) Reassignment to a position with more promotion potential than previously held on a permanent status.

(5) Appointment of Veterans Employment Opportunity Act (VEOA) eligible candidates.

o. Positions **not** covered by this instruction:

(1) Positions filled when using Direct-Hire Authority (DHA) and Expedited Hiring Authority (EHA).

NOTE: Although not covered by this instruction, interviews and a minimum of two reference checks must be conducted for appointments via DHA and/or EHA prior to selection.

(2) Interns graduating from an external developmental program at the full performance level.

(3) Attorney positions in Code 30, being filled using Navy Office of the General Counsel (OGC) procedures.

(4) Human resources director, which is filled using OCHR HQ procedures.

(5) Deputy equal employment officer, being filled using OCHR HQ procedures.

#### 6. Exceptions to Merit Promotion Procedures

a. Statutory, regulatory, administrative placement, or placement at the direction of a higher authority, are exemptions to these procedures. Positions identified as having mandatory referral requirements (e.g., major command, Department of the Navy (DON)-wide, DoD-wide) are filled under the provisions of the applicable regulations.

b. Appointment under the provisions of a special appointing authority. For example, VRA, 30 percent or more disabled veterans, applicants eligible under reference (b), section 315.608, or DoD and OPM interchange agreement, if the appointment is made to the same or lower graded position as that position previously held.

c. Placement made during a reduction-in-force.



30 MAY 2017

d. Conversion of employees on excepted appointment authorities such as Schedule A under reference (b), section 213.3102(u), for the physically or mentally disabled; VRA per reference (b), part 307; Pathways Program under reference (b), part 362; or reference (b), section 315.608.

e. Conversion to permanent appointment of eligible veterans with 30 percent or more disability who are serving on temporary or provisional appointments under reference (b), section 316.302(b)(4).

f. Promotion to a grade previously held on a permanent basis in the competitive service or an equivalent system with which OPM has an interchange agreement.

g. Promotion, reassignment, demotion, transfer, reinstatement, or detail to a position having no greater promotion potential than the position an employee currently holds, or previously held, on a permanent basis in the competitive service.

h. Temporary promotion to a higher-graded position for 120 days or less.

i. A career ladder promotion of an employee selected for a developmental position with a target grade higher than the entry level position (the intended career progression and full performance level must be included on the Standard Form (SF) 50, Notification of Personnel Action). The employee's performance must be satisfactory and the supervisor must recommend the promotion.

j. A promotion resulting from an upgrade due to issuance of a new OPM classification standard or correction of a classification error.

k. A promotion resulting from an employee's position being reclassified at a higher grade because of additional duties and responsibilities.

## 7. Roles and Responsibilities

a. Higher-Level Reviewer. Individual designated to confirm the identified candidate for selection for positions covered under this policy. Higher level review must be completed prior to returning the selection certificate to the OCHR Operations Center. Responsibilities include:

(1) Confirming that the recruitment procedures were conducted and administered in accordance with this policy to identify the best, most-qualified candidate for selection.

(2) Reviewing and discussing final selection and rationale.

(3) Confirming the identified candidate for selection (and as appropriate, the alternate selectee(s)).

30 MAY 2017

<b><u>SPAWARSYSCEN Atlantic</u></b>		
	<b><u>Selecting Official</u></b>	<b><u>Higher Level Reviewer</u></b>
NM-All Levels, NO-06, ND-05	Tier 1 or Tier 2 Competency Lead	Executive Director (SES)
NO-05, NR-05, NG-05, ND-04, NO-04, NR-04	First Level Supervisor/Manager	Second Level Supervisor/Manager

b. Selecting Official. An individual authorized to make the selection for the position being filled. The selecting official must ensure compliance with EEO regulations, the Merit System Principles, and Prohibited Personnel Practices and ensure the best, most-qualified candidate for the position is identified. The Selecting Official will be engaged with the panel chairperson throughout the panel processes to ensure the competency expectations are met, taking care not to unduly influence panel decisions. Responsibilities include:

(1) Determining and documenting selection strategy and processes, to include panel composition, selection criteria, rating criteria, weighting factors, and interview questions. Rating and selection criteria, interview questions and weighting decisions must be directly related to the position being filled as indicated in the classified position description (PD) or the documented knowledge, skills and abilities (KSA) of the position, also indicated on the classified PD.

(2) Forwarding panel composition, selection criteria, rating criteria, weighting factors and interview question to HRO (PMA) for review and approval prior to dissemination to the panel chairperson.

(3) Appointing chairperson and panel members. The selecting official may serve as the panel chairperson.

(4) Ensuring chairperson possesses knowledge of this policy, the position, the selection strategy and processes, pertinent workforce considerations, EEO regulations, and the Merit System Principles.

(5) Ensuring the panel(s) is conducted in a timely manner to comply with the DON Civilian Hiring Targets and Timelines.

(6) Reviewing list of candidates recommended for selection or to be considered further by an interview panel. The selecting official is not bound by the recommendations of the panel, but must provide a detailed justification for selection outside of the recommended candidate.

(7) Ensuring that the selection and panel processes are conducted in accordance with this policy and other applicable principles and regulations.

30 MAY 2017

(8) Ensuring the interview protocol in enclosure (1) is adhered to in accordance with this policy.

(9) Ensuring reference checks, as described in enclosure (1), are conducted in accordance with this policy.

(10) Ensuring selection criteria are consistently applied without regard to race, color, religion, sex, national origin, age, disability, genetic information, or any other nonmerit-factors.

(11) Identifying and documenting the best, most-qualified candidate for selection (and as appropriate, the alternate selectee(s)).

(12) Ensuring all panel documents created during the panel processes are retained and forwarded to the HRO simultaneous with the return of the certificate to the OCHR Operations Center.

(13) Notifying, or designating a panel member to notify, the interviewed candidate(s) of the outcome of the panel. Candidates are to be notified only after the selectee has accepted the final job offer from the OCHR Operations Center. This step must be completed in collaboration with the Human Resources Office (HRO) and/or the Operations Center.

c. Panel Chairperson. Appointed by the selecting official to coordinate and administer the selection panel. The chairperson will hold, or have held, a position at the same grade or higher than the position being filled and will be knowledgeable of the duties and responsibilities of the vacancy. The chairperson ensures panel processes are conducted in accordance with EEO regulations, the Merit System Principles, and Prohibited Personnel Practices, and in accordance with this policy and other applicable principles and regulations. The chairperson will obtain the signatures of all panel members on the required nondisclosure agreement and the anti-nepotism acknowledgment form. Responsibilities include:

(1) Providing administrative panel support and coordinate panel logistics for the selection panels.

(2) Possessing knowledge of this policy, panel processes, panel facilitation, interview protocol, as appropriate, and reference checks.

(3) Possessing a thorough understanding of the selecting official's selection strategy and processes.

(4) Communicating the roles and responsibilities of the panel members.

(5) Ensuring all panel members have a clear and shared understanding of the knowledge, skills, and abilities (KSA) and competencies being sought of the candidate. Panel members must have a clear understanding of the roles and responsibilities of the position being filled.



30 MAY 2017

(6) Ensuring the panels are coordinated and administered efficiently to meet the DON Civilian Hiring Targets and Timelines.

(7) Coordinating panel interviews in accordance with the interview protocol outlined in this policy. Interview panel logistics include: contacting candidates for panel interviews, preparation of interview schedules, coordination of space, and determination of interview panel process flow (i.e., which panel member asks which question(s)).

(8) Coordinating, or designating a panel member to coordinate, reference checks of identified candidates to verify experiences and achievements in the application package. Reference checks are to be conducted prior to the final recommendation to the selecting official.

(9) Consolidating panel recommendations and preparing recommendation for selection memorandum outlining the panel recommendation and justification.

(10) Preserving the confidentiality of panel deliberations, panel processes, and panel documents. Panel documents must be retained in a secure and confidential manner.

d. Selection and Interview Panel Composition. A cadre of appointed individuals who are responsible for screening application packages and interviewing candidates using pre-determined selection criteria to make a recommendation to the selecting official. The following are requirements for Panel members:

(1) Panel must be composed of three to five voting panel members including the Command hiring representative. The Command hiring representative must not be in the chain of command of, or administrative support to, any of the other panel members.

(2) The voting panel members must include the chairperson and a subject-matter expert (SME), the Command hiring representative and if possible a customer of the program area that is being supported by the position under recruitment, or from another competency, as appropriate. The higher-level reviewer is not considered a panel member. The selecting official may be a panel member only when serving as the panel chairperson.

(3) Panel members, including the Command hiring representative, must hold a position equal to or higher than the position under recruitment.

(4) Panel composition must include a diversity of perspectives, backgrounds and demographic makeup. Diversity is to be defined as similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation. Efforts should be made to ensure panels include groups of employees identified as underrepresented in accordance with the Command's most recent MD-715 Workforce Data.

30 MAY 2017

e. Selection and Interview Panel Member. An appointed individual who participates in the review of candidates and participates in panel deliberation(s) to make a recommendation for selection. Panel members' responsibilities include:

(1) Understanding the major duties, core competencies, and experiences required of the position being filled.

(2) Possessing knowledge of this policy, panel processes, and interview protocol, as appropriate.

(3) Committing the time necessary to review candidate application packages, actively participate in panel meetings, and adhere to the established timelines determined by the selecting official.

(4) Participating in panel discussions and interact with other panel members, as appropriate, to reach a panel consensus. Input and feedback should be based on an evaluation of the application and the interview, as applicable, against the established selection criteria.

(5) Participating in all panel interviews, as appropriate. Interviews must be administered in accordance with the interview protocol outlined in enclosure (1).

(6) Adhering to all applicable laws and regulations including EEO regulations, the Merit System Principles, and Prohibited Personnel Practices.

(7) Preserving the confidentiality of the panel deliberations and the panel processes. Individual notes must be retained in a secure and confidential manner and forwarded at the conclusion of the process.

f. Command Hiring Representative. The Deputy EEO Officer will select a Command hiring representative from a cadre of representatives trained to observe and identify violations of EEO regulations and hiring barriers in the selection process, in addition to providing witness to the consistent application of the rating, ranking and selecting criteria. The Command hiring representative will provide support to panel members to ensure neutrality and fairness in panel proceedings. Responsibilities include:

(1) Assisting management in ensuring panel processes are in compliance with EEO regulations, the Merit System Principles, absent of Prohibited Personnel Practices, and ensure review processes are conducted appropriately and in accordance with this policy and other applicable principles and regulations.

(2) Reviewing and approving, in conjunction with the Human Resources Office, the selection criteria by which selection decisions are to be made.

g. Human Resources Office. The Human Resources office supports civilian personnel actions, employee relations and employee-focused programs. Responsibilities include:

30 MAY 2017

(1) Advising the selecting official and panel members on the proper review and selection protocol and regulatory guidance as needed.

(2) Advising designated panel members on the recruitment procedures to include selection and interview panel processes, reference checks, and interview protocol.

(3) Reviewing and making recommendations of rating, ranking and selection criteria, including interview questions prior to the start of the rating and selection process.

(4) Providing training upon request.

h. Human Resources Director (HRD). The Human Resources Director serves as the senior advisor and technical authority on Command-wide HR matters while executing the full spectrum of HR support functions to include recruitment, placement and position classification. He or she provides expert advisory services and policy interpretations in complex human capital matters and is responsible for the efficient, effective operations of the Human Resources Office. Responsibilities include:

(1) Providing policy oversight and conduct periodic post audit reviews of panels and selection processes and practices.

(2) Collecting metrics pertaining to panel usage, panel composition, and outcomes to determine compliance with the standardized hiring practice.

i. Employees. Responsibilities include:

(1) Maintaining awareness of vacancies as they occur to identify opportunities for advancement.

(2) Maintaining updated resume and other personal documentation, including appropriate education and training information.

(3) Submitting a resume addressing the specific elements required by the vacancy announcement via USAJOBS, <https://www.usajobs.gov/> or email solicitation if recruited via MIOc.

(4) Providing any additional documentation to the OCHR operations center or the HRO that may be required to verify qualifications.

8. Procedures. Procedures for executing recruitment actions subject to this instruction are included in enclosure (1).

9. Action. HROs will ensure that the provisions of this instruction are followed when vacancies are being filled; managers will follow required procedures when establishing recruitment or



30 MAY 2017

placement actions; and employees will follow the described procedures in this instruction when indicating an interest in or applying for consideration under a job announcement.

10. Self-Inspection Checklist. A self-Inspection checklist will need to be developed so managers can be assured their programs and major requirements are being properly conducted and completed in accordance with Command guidance. Not only do the checklists ensure compliance but it aids in the Manager's Internal Control Program certification and ultimately the periodic Inspector General inspections. To that end, each originator for an instruction will be required to develop these checklists from the actions and responsibilities listed in the instruction. The template being used to develop the checklists is attached for your convenience. Many of the instructions already have developed checklists. Please check the directives pages to determine if your instruction has a checklist. Checklists must be updated with each revision of your instruction.

11. Records Management. Records created as a result of this instruction, regardless of media and format, will be managed in accordance with reference (h).

12. Review and Effective Date. Per OPNAVINST 5215.17A, the originator will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40, Review of Instruction. This instruction will automatically expire 5 years after the effective date unless reissued or canceled prior to the 5-year anniversary date, or an extension has been granted.

13. OPNAV 5215/40, Review of Instruction is available electronically at <https://wiki.spawar.navy.mil/confluence/x/e8COC>. After the directive originator performs the annual directive review, he or she will complete this form and send it electronically to the administrative officer for administrative services, code 892.



S. HELLER

Releasability and distribution: This instruction is cleared for public release and is available electronically only via

<https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Directives+Library>.

## **SPAWARSYSCEN Atlantic Civilian Hiring Guide**

This hiring guide is intended to provide instruction on the hiring processes and procedures for SPAWARSYSCEN Atlantic civilians subject to SPAWARSYSCENLANTINST 12330.2.

### **References:**

- (a) SPAWARSYSCENLANTINST 12270.1B Policy and Procedures for Embedded and Remote Duty Assignments
- (b) SSC STRL Joint Implementation Manual 2017
- (c) DON DAWIA Operating Guide

### **Attachments:**

- (1) Manager Intake Form (MIF) – Recruitment, SPAWARSYSCENLANT 12330/1
- (2) PCS Pre-Approval Point Paper, SPAWARSYSCENLANT 4650/7
- (3) Recruitment Position Checklist
- (4) SSC STRL Pay Band Descriptor Cover Sheet, SSCLANTPAC 12338/1
- (5) Fair Labor Standards Act (FLSA) Determination Sheet, SPAWARSYSCENLANT 12312/7
- (6) ASN (RDA) Don DAWIA Operating Guide, Appendix H, of 24 June 2014
- (7) SSC STRL Pay Setting Worksheet, SSCLANTPAC 12532/1
- (8) MIOC Hiring Manager Checklist
- (9) Selection Panel Worksheet
- (10) Selection/Interview Panel Members' Statement of Confidentiality
- (11) Recommendation of Candidates to be Considered by Interview Panels Memo
- (12) Recommendation for Selection Memo
- (13) OPM Structured Interviews: A Practical Guide of Sept 2008

### **USA Jobs Announcement Hiring Process**

1. Obtain competency approval to fill your position.\*
2. Complete the Manager Intake Form (attachment (1)). If you have an existing position description (PD) you will be reusing, please refer to it on the intake form rather than submitting new duties and knowledge, skills, and abilities (KSA).
  - a. If the position is GS-14/15 equivalent (high grade) and/or located in a remote or embedded duty location, please follow the provisions of reference (a) to receive pre-approval.
  - b. If permanent change of station (PCS) or temporary change of station (TCS) is required for the position, please complete Part 1 of PCS Pre-Approval Point Paper (attachment (2)).
  - c. Reemployed Annuitants - If the position is being filled by a reemployed annuitant contact your servicing PMA to determine whether the position meets the requirements for the employment of an annuitant and assistance in completing the hiring process. All reemployed annuitant requests are handled through the Human Resources Director.

3. Send intake form and any additional documentation for embedded, remote and PCS to the appropriate position management assistant (PMA). The PMA will contact you to set-up a meeting to discuss your recruitment needs and appropriate options for filling your position. The Recruitment Position Checklist (attachment (3)) will be completed at this time.
4. The Human Resources (HR) Technician will draft and route any required recruitment documents for signature by the hiring official and other appropriate management officials. A complete package will typically include the SSC STRL Pay Band Descriptor Cover Sheet (attachment (4)), the associated Pay Band Descriptor from Appendix B of reference (b), a completed Fair Labor Standards Act (FLSA) Determination Sheet (attachment (5)) and a completed Civilian Acquisition Assignment Coding Sheet (attachment (6)).
5. The PMA will forward the package to the Office of Civilian Human Resources (OCHR) Operations (Ops) Center for action. The hiring manager should expect to be contacted by a recruitment specialist from OCHR-San Diego within about 1 week.
6. The hiring manager will need to review and approve a benchmark report if announcing on USA Jobs. The Ops Center will issue a referral certificate through Selection Manager within a few weeks of the job announcement closing.
7. The PMA will draft a SSC STRL Pay Setting Worksheet, SSCLANTPAC 12532/1 (attachment (7)) once the selection(s) are made and route for decision and signatures. The Human Resources (HR) technician will issue a tentative offer of employment.
8. The hiring manager will be notified to begin space/assets/IT requests once tentative offer is accepted. The HR technician will coordinate other pre-employment requirements with the candidate.
9. When all pre-employment requirements are complete, the HR technician will establish a start date and notify the hiring manager. The hiring manager will receive a calendar invite for a meet and greet on onboarding day.

#### **Management Identification of Candidates (MIOCs)**

1. When there are sufficient, well-qualified, eligible candidates (requirement is two or more) within the area of consideration (AOC) (e.g., work unit, organization code), the selecting official may request use of the Manager's Identification of Candidates (MIOC) process. Eligible employees normally would include those in the same or related occupations at or one level below the position being filled.
2. The selecting official must have direct knowledge of all candidates' work. In most cases, this means the selecting official will be the first line supervisor; however, the second or third level supervisor in the same work unit or organization may also use MIOC procedures. Additionally, the hiring manager does not need to be within the line of supervision to consider any given candidates under this procedure.



### 3. Process

a. To begin the MIOc process, consult with the servicing PMA. The PMA will complete the Recruitment Position Checklist (attachment (3)) and supporting documentation and prepare the RPA for submission to the OCHR Ops Center, indicating in the notepad that the MIOc process is being utilized and the specific AOC (e.g., competency, organization code, unit identification code (UIC)). After the Priority Placement Program (PPP) stopper list has been cleared, the OCHR Ops Center will contact the HRO to confirm that the MIOc process may begin. There must not be any solicitation or consideration of any candidate prior to the receipt of the OCHR Ops Center confirmation that it is permissible to proceed.

b. Once notified that the PPP is clear, the PMA will solicit interest in the position via MIOc solicitation e-mail to all eligible employees. The solicitation will include:

- (1) The position title, series and pay level;
- (2) Description of the position being filled; and
- (3) Specific deadline to reply (preferably no more than 5 business days).

Employees on detail or temporary assignments in other areas, absent uniformed service or on extended leave must be automatically included or considered. If they cannot be reached, consider them as if they have expressed interest in the position. Only interested applicants need to respond. A negative response is not required.

c. The selecting official must provide documentation addressing evaluation and selection criteria. The selecting official may evaluate candidates based on their experience (including details, special projects, or temporary promotions); education for positions having a positive education requirement; (check with PMA concerning positive education requirements); training; awards; previous performance assessments, and any other job-related measures. Management may request employees submit documentation to aid in the evaluation process.

d. After the deadline to reply has passed and the OCHR Ops Center has received a list of candidate responses to the solicitation from the PMA, the candidate evaluation process may begin. Selecting officials must evaluate each interested applicant against knowledge, skills, and abilities (KSA) required by the position to be filled, (i.e., knowledge of the subject matter of the position, technical skill to perform the work, and ability to communicate the technical aspects of the work). Evaluation criteria must be consistently and fairly applied to all candidates, and documented accordingly.

(1) The selecting official must coordinate with the PMA for valid selection criteria advice. The basic premise behind MIOc is that the selecting official has personal knowledge of each candidate's skills and abilities, and the recruitment source is usually small, this process should typically take no more than 2 weeks.

(2) If a selection has not been made after 30 days, the RPA will be cancelled, unless there are extenuating circumstances that would justify the excessive amount of time required to make a tentative selection.

(3) The decision to cancel the recruitment will be made by the OCHR Ops Center in consultation with the PMA.

e. After selection is made and documented in a MIOc Hiring Manager Checklist (attachment (8)), management must provide supporting documentation (the MIOc manager's checklist, evaluation criteria, scoring sheets, if applicable) to the PMA who will in turn notify the OCHR Ops Center of the selection. The OCHR Ops Center HR Specialist ensures the tentative selectee is qualified and eligible for the position and notifies the PMA of the results.

f. Qualification and eligibility determinations must be done before the selecting official announces the decision or informs the selectee.

### **Selection Panels and Interview Panels**

1. Selection Panels. Panels provide an avenue by which hiring officials and panel members can attain additional understanding and clarity of candidate KSAs and core competencies as related to the official duties of the position. Candidates will be interviewed for all SPAWARSYSCEN Atlantic positions filled under the competitive merit process. Selection panels are composed of three to five panel members appointed by the selecting official. The panel is established to review candidates based on the application package and interview to make a recommendation for selection. Process steps include:

a. Selecting official establishes the panel(s) by appointing the chairperson and panel members and determines the selection strategy and processes to include selection timeline, selection criteria, rating factors, and interview questions. The timeline should be established to comply with the DON Civilian Hiring Targets and Timelines. The selecting official should use the selection panel worksheet (attachment (9)) to document the strategy.

b. Selecting official provides the PMA and the Command hiring representative with the selection criteria, rating factors and interview questions.

c. Selecting official discusses the position, the selection strategy and processes, timeline, EEO regulations, the Merit System Principles, Prohibited Personnel Practices, workforce considerations, and other topics pertinent to the panel, with the panel chairperson.

d. Panel chairperson discusses the position, selection strategy and processes, timeline, roles and responsibilities, expectations, EEO regulations, the Merit System Principles, Prohibited Personnel Practices, this policy, and other topics pertinent to the panel(s) with the panel members. He or she concurrently coordinates panel logistics. Each panel member must sign the Selection/Interview Panel Members' Statement of Confidentiality (attachment (10)).

e. Selecting official receives and reviews the certificates of eligibles and then distributes to panel members.

f. Panel members review application package(s) using the established selection criteria determined by the selecting official, based on the KSAs and core competencies required to successfully perform the major duties of the position.

g. Panel chairperson convenes the selection panel deliberations to determine panel recommendation. Panel members discuss candidates to make recommendations for interviews. During deliberations panel members are expected to introduce additional information and provide judgment based on their technical knowledge and knowledge of the occupational field, the organization/department, and the Command. Discussions among panel members are encouraged to interpret or clarify the candidate's experience, education, performance, awards, and training. All discussions should be free of personal opinion and expression of a non-professional nature of the candidate.

h. Panel chairperson convenes interview panels and administers panel deliberations. The panel chairperson should use the Recommendation of Candidates to be Considered by Interviews Panels Memorandum (attachment 11)) to document the decision and criteria used. Each panel member should individually observe, record, and evaluate the responses of the candidates. Recommendation of selection should be on the basis of the candidates' possession of the knowledge, skills, and abilities determined to be essential for the position.

i. Panel chairperson consolidates the list of candidates recommended for selection.

j. Panel chairperson, or panel member designee, must coordinate and conduct reference checks in accordance with the Civilian Merit Promotion Plan, paragraphs 5e-5g. Upon completion of reference checks, the panel chairperson will collect all panel documentation (i.e., documents used to consolidate ratings, notes on panel deliberations, panel member notes, and candidate responses to interview questions) and prepare the Recommendation for Selection memorandum (attachment (12)) outlining panel recommendation for selection. The panel's goal is to advise the selecting official on which candidates would best meet the needs of the organization for the particular position.

k. Selecting official reviews panel recommendation and determines candidate for selection (and as appropriate, the alternate selectee(s)); he or she is not bound by the panel recommendation, but must document the rationale should he or she select a candidate not recommended by the panel. Selecting official must ensure the selection and interview processes, reference checks, and interview protocol, as appropriate, were conducted in accordance with this policy and with EEO regulations, the Merit System Principles, Prohibited Personnel Practices, and other pertinent regulations.

l. The Selecting official must identify the candidate for selection and document the rationale for selection to the higher level reviewer for review/approval.



m. Higher level reviewer reviews the memorandum stating the selection and rationale. The higher level reviewer must ensure that the recruitment procedures were used and administered in accordance with this policy prior to confirming the candidate for selection.

n. The higher level reviewer documents concurrence or non-concurrence.

2. Interview Protocol. Interviews are part of the assessment used in candidate evaluation and will be used in all competitive selections. Interviews are an excellent method to gather additional information on KSAs and competencies that are difficult to measure in an assessment questionnaire. The selecting official determines interview strategy – type of interview, interview questions, model answers, and scoring (including any emphasis on and/or weighting of criteria). The following interview protocol is to be followed when administering interview panels:

a. Structured interviews are conducted as they generally ensure candidates have equal opportunities to provide information and are assessed accurately and consistently.

b. Interview questions are developed based on the job analysis. The position description and job analysis will contain a list of required KSAs, competencies, and behaviors that serve as a good basis for formulating interview questions. The method of determining point systems used to rate candidate responses and the rationale must be documented; rating should be consistent with predetermined criteria.

(1) Selecting official discusses the interview strategy with the panel chairperson.

(2) Panel chairperson discusses the interview strategy with the panel members.

(3) Panel chairperson coordinates interview panel logistics (i.e., scheduling panel meetings, scheduling space for interviews, scheduling interviews). Interviews will be scheduled to allow sufficient time for the interview panel to score and discuss each applicant at the conclusion of the interview.

(4) Interview panels are convened.

(5) Once the final panel interview has been administered, the interview panel members must meet to discuss all candidates interviewed.

(6) Panel chairperson consolidates the panel recommendations of candidates for selection based on the panel deliberations.

(7) Panel chairperson or designated panel member conducts reference checks for the candidates recommended for selection.

(8) Panel chairperson modifies, as appropriate, the panel recommendation of candidates for selection based on the information gained from the reference checks.

### 3. How to Conduct Interviews

#### a. Develop interview questions. Types of questions:

(1) Behavioral – past experience and training

(2) Situational – hypothetical questions

(3) Probes – questions asked to help clarify a candidate's response. If used, the probes must be similar for all candidates and should be established prior to the interviews.

NOTE: All questions MUST be non-discriminatory, job-related, free of jargon, clear, and concise. Interviewers must have an understanding of desired responses. Under NO circumstances can you ask questions relating to religious affiliation; marriage, family, or children; race, color, or ethnicity; age; debt; disabilities; social behaviors (i.e., drinking, smoking, etc.); sexual orientation; or gender.

#### b. Establish an appropriate environment.

(1) Ensure there will be no interruptions.

(2) Conduct individual interviews over the corner of a table/desk rather than across the desk. (Panel interviews are sometimes overwhelming; attempt to set up an environment that minimizes the stress of this type of interview.)

#### c. Greet the applicant.

(1) Use a handshake and a sincere, friendly smile.

(2) Accomplish all appropriate introductions.

#### d. Engage the applicant and the panelists (if any) in two to three minutes of small talk to relax everyone.

(1) Avoid topics about which the applicant may have no interest, e.g. your hobbies, sports, etc.

(2) Avoid topics that may evoke stressful reactions, (i.e., news, sports, government or religious topics, what they did last weekend, etc.)

(3) Use safe topics (i.e., Did you find the interview site okay? parking, etc.)

#### e. Explain how the interview will be conducted.

(1) Use a statement, like: "Shall we get started?" Repeat your name, explain what you do, how long you've been with SPAWARSYSCEN Atlantic, how long in this job, your experience, etc. Interview panel members will do the same.

(2) Next, talk briefly about the position. "As you know, we are interviewing for the position of..." Ensure your opening statement includes:

(a) The position title, program, business or office for which the applicant is being interviewed.

(b) The amount of time required for the interview and what you wish to accomplish in that time frame.

(c) An explanation of your note taking and timekeeping.

(3) Begin the interview.

f. Best practices during the interview

(1) Establish appropriate eye contact.

(2) Use non-verbal cues, show you are listening by nodding your head and varying your posture.

(3) Use appropriate language. Don't use terms like "honey", "dearie", "boy".

(4) Avoid business jargon or acronyms which the applicant may not be familiar.

(5) Demonstrate acceptance--everyone interviews better when they feel accepted and comfortable.

(6) Avoid leading questions. "I assume that you won't mind..." tells the applicant what you want them to say.

(7) Don't bring your own stereotypes or biases to the interview. Don't make judgments about people on the basis of appearance, race, religion, age, or gender.

(8) Don't be patronizing.

(9) Avoid the "Halo Effect". Don't assume that applicants with a similar family background, education, interests, and/or dress will possess the same job qualifications. Also don't let an applicant's description of a singularly impressive performance "color" your overall assessment of his or her otherwise average, less-than-average, or job-mismatched performance.

g. Once you've reached your time limit or asked all of or a sufficient number of questions begin closing the interview. At this time you should ask if they can provide you references for you to possibly contact.

h. Close warmly, thanking the applicant for applying, (for testing, if applicable), for answering your questions, and for taking his or her time to interview for the position.

i. Let the applicant know how soon he or she can expect to hear from you about filling the position and how he or she will be notified.

j. See the applicant out in accordance with local policy. Ensure you recover security passes, tags, badges and the like.

j. Take time, before the next interview, to reflect on the interview and summarize your thoughts, finalize your notes, score the applicant on interview worksheet if used, and to discuss the interview with your interview panel, if used.

k. Additional information regarding the use of structured interviews can be found in attachment (13).

### **Equal Employment Opportunity**

Selection of candidates must be made without regard to race, color, religion, sex, national origin, age, disability or genetic information and will be based solely on job-related criteria.

1. Reference Checks. Reference checks are to be conducted to verify experiences and achievements stated in the candidate application packages, as well as verifying information gained through panel interviews, as appropriate. Reference checks will allow panel members to obtain a picture of the candidate's skills, work habit, and personality; they serve as an important tool to evaluate a candidate's fit for the position, the organization, and the Command. Reference checks must include: verifying current and/or previous employment, conducting reference checks with current and/or previous supervisors, and/or conducting personal reference checks of individuals identified by the candidate. Process requirements are:

a. A minimum of two reference checks must be conducted per candidate recommended for selection. Reference checks must be conducted prior to providing the panel recommendation of candidates for selection to the selecting official.

b. Reference checks must only be conducted on those references the candidate has given permission to contact.

c. Reference checks must be conducted by the panel chairperson or panel member designee.

d. In the identification of a DHA or EHA candidate, two reference checks must be conducted by the hiring official prior to submitting the management intake form identifying the candidate and must be included in the intake package.



Note: Management must keep all documentation (list of candidates and selection criteria) for 2 years in case a third party needs to review the selection.

### **Interview Panel Process**

The application packages being reviewed have already been rated and ranked by the OCHR Ops Center, and the candidates have been determined qualified. A selection panel has reviewed all applications referred by the HRSC and has determined the candidates who are to be considered further for panel interviews; the identified candidates have been reviewed and approved by the selecting official. Recommendation of selection will be on the basis of the candidates' possession of knowledge, skills, and abilities determined to be essential to the position. The panel's goal is to advise the selecting official on which candidates would best meet the needs of the organization for the particular position. Members of the interview panel are expected to introduce additional information and their own judgment based on their technical knowledge, knowledge of the occupational field, competency or business portfolios, and the Command.

### **Records**

Creating and collecting records from the selection panel's deliberation is the responsibility of the chairperson. The chairperson will collect panel member notes and panel recommendations; he or she will prepare the panel recommendation for selection to the selecting official. The selecting official will make the final selection, which will be reviewed and approved by a higher-level reviewer. A record of the higher level reviewer's decision will be maintained with the panel documentation.

### **Interview Panel Guidance**

1. This is an administratively discreet process -- do not discuss anything related to the panel process with individuals outside of the interview panel members with the exception of the advisors (i.e., HR specialist, EEO specialist, or trained representative). As panel members, you will refrain from discussions regarding the interview panels, selection process, interview questions, the selection, and the candidates, during and after the interview panel has disestablished.
2. Your responsibility will be to review candidates based on the application package and the interview performance to make a recommendation for selection. Your recommendation should be based on your review of the information provided in the application and during the interview. Selection factors should be based on job-related criteria.
3. Discussions among panel members are encouraged to interpret or clarify the candidate's experience, education, performance, awards, training, etc. However, there will be no discussion of issues that are not job-related such as a candidate's age, race, sex, and marital status. Your discussions should focus on the strong and weak points in the candidates' professional background as it relates to the particular position.

## MANAGER INTAKE FORM (MIF) - RECRUITMENT

Complete this form and attach to your Request for Personnel Action (RPA). Contact your Administrative Support Specialist for assistance.

COMPETENCY	RPA NUMBER	BIN FUNCTION CODE (COG Link)	ASN RD&A CODE 1 (COG Link)	ASN RD&A CODE 2 (COG Link)
POSITION TITLE		CAREER PATH	SERIES	PAY BAND
			DUTY LOCATION	# of VACANCIES

NOTE: If this is a high grade and/or embedded position, complete the [Competency Board Approval form](#) and submit with this form.

OCONUS POSITION    ☐ YES    ☐ NO    If YES, complete Part I of the [PCS Pre-Approval Point Paper](#) and submit with this form.

Use existing position description?    ☐ YES    ☐ NO    If NO, provide duties and knowledge, skills and abilities (KSAs) below.

DUTIES - *field will expand as you type*

KSAs - *field will expand as you type*

### APPROVAL

Fund availability and request for personnel action has been approved by the Executive Director / Authorizing Officer based on the SPAWAR General Fund CIVPERS Resource Status Report dated: \_\_\_\_\_ \*Required for all mission funded positions.

If applicable, for NWCF positions, demand signal tracking number \_\_\_\_\_ documents availability of funds for this personnel action.

SUBMITTING SUPERVISOR NAME ( <i>Last, First, MI</i> )	DATE	SIGNATURE
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# INSTRUCTION PAGE

- **Competency:** Self-Explanatory
- **RPA Number:** The Request for Personnel Action (RPA) is generated once the PMA creates the action in DCPDS
- **BIN Function Code (COG Link):** Click on link or go to: <https://wiki.spawar.navy.mil/confluence/x/1KHYBg>
- **ASN RD&A Code 1 (COG Link):** Click on link or go to: <https://wiki.spawar.navy.mil/confluence/x/1KHYBg>
- **ASN RD&A Code 2 (COG Link):** Second code is optional
- **Position Title:** STRL prescribed career path/series/band (See below chart)
- **Career Path:** STRL prescribed career path (See below chart)
- **Series:** STRL prescribed series (See below chart)
- **Pay Band:** STRL prescribed pay band (See below chart)
- **Duty Location:** Insert city, state of location where employee will be sitting
- **# of Vacancies:** How many vacancies do you want to fill?
- **OCONUS Position?** Yes/No: Outside Continental United States
- **Use existing position description?** Yes/No: Self-Explanatory / If NO, provide KSAs
- **Duties:** Duties of the position
- **KSAs:** Knowledge, Skills, and Abilities of the position

## POSITION TITLES AND CAREER PATH/SERIES/BAND CHART

### Science and Engineering (ND)

0180	0401	0403	0408	0410	0413	0801	0803	0806
0807	0808	0810	0819	0830	0840	0850	0854	0855
0858	0861	0893	0896	1301	1306	1310	1313	1320
1321	1330	1340	1350	1360	1370	1386	1501	1515
1520	1529	1550	xx99					

### Technician (NR)

0021	0404	0802	0809	0856	0895	1060	1152	1311
1341	1371	1521	1531	xx99				

### Analytical (NO)

0018	0020	0028	0080	0089	0101	0132	0170	0184
0201	0260	0301	0340	0341	0342	0343	0346	0391
0501	0505	0510	0511	0560	0904	0905	0950	1001
1021	1035	1040	1071	1082	1083	1084	1101	1102
1103	1150	1221	1222	1316	1361	1410	1412	1601
1640	1670	1712	1750	1801	1810	1811	1910	2001
2003	2010	2030	2032	2050	2101	2130	2150	2152
2210	xx99							

### General Support (NG)

0019	0029	0086	0134	0181	0203	0302	0303	0304
0305	0309	0312	0318	0322	0326	0332	0335	0344
0350	0356	0361	0390	0392	0394	0503	0525	0540
2005	2012	2131	2135	xx99				

### Supervisor (NM)

All Series

## REQUIRED ALIGNMENT CHART

Position Sensitivity	Clearance Required	Drug Test Required
Non-Sensitive (NS) N/A LANT	Secret	No
Non-Critical Sensitive (NCS)	Secret	No
Critical Sensitive (CS)	Top Secret	Yes
Special Sensitive	Top Secret / SCI	Yes

### ADDITIONAL FORM INFORMATION

- Purpose of Form: Manager Intake Form
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: Competency 811
- Form Location: SSC LANT Forms Library

# SAMPLE

## MANAGER INTAKE FORM (MIF) - RECRUITMENT

Complete this form and attach to your Request for Personnel Action (RPA). Contact your Administrative Support Specialist for assistance.

COMPETENCY 63200	RPA NUMBER	BIN FUNCTION CODE (COG Link) D440	ASN RD&A CODE 1 (COG Link) A6.1	ASN RD&A CODE 2 (COG Link) A6.3
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POSITION TITLE Administrative Specialist	CAREER PATH ND	SERIES 0880	PAY BAND 03	DUTY LOCATION Charleston, SC	# of VACANCIES 6
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NOTE: If this is a high grade and/or embedded position, complete the Competency Board Approval form and submit with this form.

OCONUS POSITION    ☐ YES    ☒ NO    If YES, complete Part I of the PCS Pre-Approval Point Paper and submit with this form.

Use existing position description?    ☐ YES    ☒ NO    If NO, provide duties and knowledge, skills and abilities (KSAs) below.

DUTIES - *field will expand as you type*

Brief introductory statement that identifies the position's primary purpose and organizational relationship and 3-5 major duties.

KSAs - *field will expand as you type*

No less than three and no more than seven statements, each beginning with "knowledge", "skill" or "ability" only.

### APPROVAL

Fund availability and request for personnel action has been approved by the Executive Director / Authorizing Officer based on the SPAWAR General Fund CIVPERS Resource Status Report dated: May 1, 2017    \*Required for all mission funded positions.

If applicable, for NWCF positions, demand signal tracking number \_\_\_\_\_ documents availability of funds for this personnel action.

SUBMITTING SUPERVISOR NAME ( <i>Last, First, MI</i> ) Smith, John Q.	DATE	SIGNATURE
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## PCS PRE-APPROVAL POINT PAPER

### PART I - Pre-Approval for PCS in the recruitment/reassignment package

Requesting managers complete Part I and the appropriate Manager Intake Form; submit both to assigned HR Servicing Team.

INITIATED BY (Requesting Manager)	COMPETENCY	PHONE NUMBER	DATE PREPARED
-----------------------------------	------------	--------------	---------------

#### RELOCATION BACKGROUND

I HAVE CONSIDERED RELOCATION INCENTIVE AND RECRUITMENT BONUS AS AN ALTERNATIVE TO PCS? <input type="checkbox"/> Yes <input type="checkbox"/> No	TYPE OF RELOCATION
--	--------------------

LENGTH OF ASSIGNMENT (Number of years and/or months)	TYPE OF FUNDING	TYPE OF EMPLOYEE LOCATION
--	-----------------	---------------------------

IF EMBEDDED, SPONSOR SENDS FUNDING TO

☐ SSCLANT ☐ Tech

TYPE OF WORK (Brief description explaining need for relocation)

REVIEW BY DIRECTOR OF MANAGEMENT OPERATIONS COMPLETE

☐ Recommend PCS be authorized ☐ Recommend PCS not be authorized

#### PRE-APPROVAL (To include PCS in recruitment or reassignment package)

EXECUTIVE DIRECTOR (Printed name)	DATE	SIGNATURE
-----------------------------------	------	-----------

### Part 2 - Overview for PCS Travel Orders

The PCS Travel Coordinator completes Part 2 of this form and submits it with the Travel Orders for the Commanding Officer's review.

PCS TRAVEL ORDER NUMBER

SELECTION'S BACKGROUND

DISCUSSION (Entitlements, issues, risks, etc.)

RECOMMENDATION

## INSTRUCTION PAGE

### PART 1 - Pre-Approval for PCS in the recruitment/reassignment package

Requesting managers complete Part 1 and the appropriate Manager Intake Form; submit both to assigned HR Servicing Team.

- Initiated by (Requesting Manager): Self-Explanatory
- Competency: Self-Explanatory
- Phone Number: Self-Explanatory
- Date Prepared: Self-Explanatory

### RELOCATION BACKGROUND

- I have considered relocation incentive and recruitment bonus as an alternative to PCS? Yes/No (pick one)
- Type of Relocation: CONUS to OCONUS or OCONUS to CONUS
- Length of Assignment (number of years and/or months): Self-Explanatory
- Type of Funding: Project Direct or Overhead
- Type of Employee Location: Project Direct or Overhead
- If embedded, sponsor sends funding to: SSCLANT/Tech (pick one)
- Type of Work: Detailed explanation including whether this position will be embedded and, if so, what organization and in what capacity.
  - - Describe in detail what the work involves and what the duties entail.
- (01B use only) Review by Director of Management Operations Complete: Recommend PCS be authorized/Recommend PCS not be authorized (pick one)

### PRE-APPROVAL (To include PCS in recruitment or reassignment package)

- Executive Director (Printed Name): Self-Explanatory
- Date: Self-Explanatory
- Signature: Self-Explanatory

### PART 2 - Overview for PCS Travel Orders

The PCS Travel Coordinator completes Part 2 of this form and submits it with the Travel Orders for the Commanding Officer's Review.

- PCS Travel Order Number: From PCS Orders
- Selection's Background: Filled out by PCS Travel Coordinator
- Discussion (Entitlements, issues, risks, etc.): Filled out by PCS Travel Coordinator
- Recommendation: Filled out by PCS Travel Coordinator

### ADDITIONAL FORM INFORMATION

- Purpose of Form: PCS Pre-Approval Point Paper
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: Competency 811
- Form Location: SSC LANT Forms Library

# SAMPLE

## PCS PRE-APPROVAL POINT PAPER

### PART I - Pre-Approval for PCS in the recruitment/reassignment package

Requesting managers complete Part I and the appropriate Manager Intake Form; submit both to assigned HR Servicing Team.

INITIATED BY (Requesting Manager) Smith, John J.	COMPETENCY 63200	PHONE NUMBER 843-218-1234	DATE PREPARED May 8, 2017
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<input type="checkbox"/> Yes <input type="checkbox"/> No	TYPE OF RELOCATION CONUS to OCONUS
--	---------------------------------------

LENGTH OF ASSIGNMENT (Number of years and/or months) 3 years	TYPE OF FUNDING Overhead	TYPE OF EMPLOYEE LOCATION Overhead
---	-----------------------------	---------------------------------------

☒ SSCLANT ☐ Tech

TYPE OF WORK (Brief description explaining need for relocation)

Provide detailed explanation including whether this position will be embedded and, if so, what organization and in what capacity. Describe in detail what the work involves, and what the duties entail.

REVIEW BY DIRECTOR OF MANAGEMENT OPERATIONS COMPLETE

☐ Recommend PCS be authorized ☐ Recommend PCS not be authorized

**PRE-APPROVAL (To include PCS in recruitment or reassignment package)**

EXECUTIVE DIRECTOR (Printed name) MILLER, CHRISTOPHER A.	DATE <div></div>	SIGNATURE <div></div>
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### Part 2 - Overview for PCS Travel Orders

The PCS Travel Coordinator completes Part 2 of this form and submits it with the Travel Orders for the Commanding Officer's review.

PCS TRAVEL ORDER NUMBER  
12345678910

#### SELECTION'S BACKGROUND

Filled out by PCS Travel Coordinator as point paper for CO signature.

#### DISCUSSION (Entitlements, issues, risks, etc.)

Filled out by PCS Travel Coordinator as point paper for CO signature.

#### RECOMMENDATION

Filled out by PCS Travel Coordinator as point paper for CO signature.



RECRUITMENT POSITION CHECKLIST							
RPA		PD NUMBER		BIN		NUMBER OF VACANCIES	
1. DEMAND SIGNAL NUMBER		2. FUNCTION CODE		3. ASN (RD&A)		4. ORG CODE	
5. PAYROLL CODE		6. STRL POSITION TITLE		7A. CAREER PATH/SERIES/PAY BAND		7B. FPL	
8A. SUPERVISOR OF POSITION		8B. ADMINISTRATIVE POC OF POSITION		8C. ALTERNATE POC OF POSITION			
9A. ACTION TYPE <input type="radio"/> New Hire <input type="radio"/> Backfill For:						Competitive	
9B. AREA OF CONSIDERATION/HIRING AUTHORITY							
9C. ANNOUNCEMENT OPEN LENGTH							
9D. NAME REQUEST SOURCE:				If Recruiting Event or Referred By - Identify:			
List Name(s)							
Do any of the potential candidate/employee' relatives work for SPAWAR? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Unknown							
If Yes, provide relative' name, relationship, and competency.		RELATIVE' NAME		RELATIVE' RELATIONSHIP		RELATIVE' COMPETENCY	
10A. POSITION TYPE <input type="radio"/> Permanent <input type="radio"/> Term - NTE <input type="radio"/> Temp - NTE							
10B. If Term, can appointment be extended or made permanent without further competition? <input type="radio"/> Yes <input type="radio"/> No							
11A. DUTY STATION						11B. BUILDING NUMBER	
12A. POSITION - Embedded or Remote? <input type="radio"/> Yes <input type="radio"/> No							
13. UIC		14. CLEARANCE REQUIRED		15. POSITION SENSITIVITY		16. DRUG TEST REQUIRED <input type="radio"/> Yes <input type="radio"/> No	
17A. IA POSITION CATEGORY		17B. IA POSITION LEVEL		17C. NUMBER OF IA HOURS		17D. CYBER CODE	
18A. DAWIA CAREER LEVEL		18B. DAWIA CATEGORY		18C. ACQUISITION SPECIAL ASSIGNMENT		18D. DAWIA PROGRAM POSITION SUPPORTS	
18E. DAWIA CRITICAL POSITION		19. FINANCIAL STATEMENT REQUIRED <input type="radio"/> Yes <input type="radio"/> No		20. FLSA / AUTHORITY CODE <input type="radio"/> Nonexempt <input type="radio"/> Exempt			
21. SUPERVISORY LEVEL CODE		22. BARGAINING UNIT STATUS		23. OPM FUNCTIONAL CODE		24. MEDICAL EXAM REQUIRED <input type="radio"/> Yes <input type="radio"/> No	
25A. TRAVEL NIGHTS PER MONTH <input type="radio"/> 1-5 <input type="radio"/> 6-10 <input type="radio"/> 11 or More		25B. OCONUS TRAVEL <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Maybe		26. TRAVEL TO HOSTILE AREAS <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Maybe		27. IF PART-TIME, # OF HOURS	
28. POSITION OCCUPIED		29. TELEWORK INDICATOR		30. PPP OPTION CODES		31A. PCS AUTHORIZED <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Maybe	
31B. RRR INCENTIVE <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Maybe		32. PROJECT/PROGRAM/IPT				33. INSOURCING <input type="radio"/> Yes <input type="radio"/> No	
34. MERIT SYSTEMS PRINCIPLE TRAINING DATE:							
35. SPECIAL/UNIQUE REQUIREMENTS							
PMA (Last, First, MI)				SIGNATURE		DATE	
SUPERVISOR (Last, First, MI)				SIGNATURE		DATE	



SSC STRL PAY BAND DESCRIPTOR COVER SHEET				
1. DESCRIPTOR NUMBER		2. BILLET ID NUMBER (BIN)		3. UIC
4. PAYROLL COST CENTER				
5. EMPLOYEE NAME (Last, First, MI)	6. ORG CODE	7. POSITION TITLE	8. CAREER PATH / SERIES / PAY BAND	9. FULL PERFORMANCE LEVEL
10. ORGANIZATION NAME: 1st Level				
11. ORGANIZATION NAME: 2nd Level				
12. ORGANIZATION NAME: 3rd Level				
13. ORGANIZATION NAME: 4th Level				
14. ORGANIZATION NAME: 5th Level				
15. ORGANIZATION NAME: 6th Level				
16. DUTY STATION		17. CLEARANCE REQUIRED		18. POSITION SENSITIVITY
19. DAWIA CRITICAL POSITION CODE		20. DAWIA CAREER LEVEL		21. DAWIA CATEGORY
22. SPECIALTY CODE AREA			23. CYBER PROFICIENCY LEVEL	
24. FINANCIAL STATEMENT REQUIRED <input type="checkbox"/> YES <input type="checkbox"/> NO                25. DRUG TEST REQUIRED <input type="checkbox"/> YES <input type="checkbox"/> NO				
25. FLSA / AUTHORITY CODE <input type="checkbox"/> NON-EXEMPT <input type="checkbox"/> EXEMPT				27. OPM FUNCTIONAL CODE
28. SUPERVISORY LEVEL CODE	29. BARGAINING UNIT STATUS CODE	30. COMPETITIVE LEVEL CODE		31. POSITION OCCUPIED
<b>ADDITIONAL INFORMATION</b>				
32. DUTIES: Expandable Entry				
33. KNOWLEDGE, SKILLS, AND ABILITIES (KSAs): Expandable Entry				
34. SPECIAL CONDITIONS OF EMPLOYMENT: Expandable Entry				
35. AGENCY REMARKS: Expandable Entry				
<b>APPROVAL AND CERTIFICATION</b>				
Certification Statement: I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.				
SUPERVISOR NAME (Last, First, MI)		DATE	SUPERVISOR SIGNATURE	
MANAGER NAME (Last, First, MI)		DATE	MANAGER SIGNATURE	
CLASSIFICATION AUTHORITY NAME (Last, First, MI)		DATE	CLASSIFICATION AUTHORITY SIGNATURE	
Optional Signature: Tier 1 (or Designee) Complete when action requires Executive Director (ED) approval. This ensures the ED is aware the Tier 1 approves of the data.				
TIER 1 or DESIGNEE NAME (Last, First, MI)		DATE	TIER 1 or DESIGNEE SIGNATURE	

## INSTRUCTION PAGE

1. DESCRIPTOR NUMBER: HRO assigns.
2. BILLET ID NUMBER (BIN): HRO submits BIN request. Manpower Management Office provides.
3. UIC: Options: 65236 / 69250 / 68561 / 50250
4. PAYROLL COST CENTER: Organization code plus '0'. Example: 81110 / 811100
5. EMPLOYEE NAME: Self-Explanatory
6. ORG CODE: 5 digit organization code.
7. POSITION TITLE: SSC STRL prescribed. (See Below Chart)
  - DoD requires the use of OPM titles.
    - Utilize IT specific titles for 2210 series.
      - IT Project Manager (No specialty parenthetical added) Note: This OPM title not used under STRL.
      - Supv IT Project Manager (No specialty parenthetical added) Note: This OPM title not used under STRL.
      - Supv IT Specialist (Insert 1 or 2 parenthetical titles)
      - IT Specialist (Insert 1 or 2 parenthetical titles)
      - Supv IT Specialist and IT Specialist parenthetical titles: (Applications Software) or (APPS) / (Customer Support) or (CUSTSPT) / (Data Management) or (DATAMGMT) / (Enterprise Architecture) or (ENTRARCH) / (Internet) or (INET) / (Operating Systems) or (OS) / (Network Services) or (NETWORK) / (Policy and Planning) or (PLCYPLN)
    - Security: In accordance with DoD8570.01 IAWF positions performing IA functions insert: (INFOSEC) / (Systems Administration) or (SYSADMIN) / (Systems Analysis or (SYSANALYSIS)
8. CAREER PATH/SERIES/PAY BAND: SSC STRL prescribed. (See Below Chart)
9. FULL PERFORMANCE LEVEL: Position FPL.
10. ORGANIZATION NAME: Department of Navy / SPAWARSYSCEN Atlantic
11. ORGANIZATION NAME: Tier 1
12. ORGANIZATION NAME: Tier 2
13. ORGANIZATION NAME: Tier 3
14. ORGANIZATION NAME: Tier 4
15. ORGANIZATION NAME: Tier 5
16. DUTY STATION:
  - Insert the Geolocation (GEOLOC) Code / City / State.
  - Example: 452464019 SPAWAR, SC
  - Must utilize the GEOLOC where employee sits majority of time.
  - LANT Facility GEOLOCs and correct City / State are located in PD Library:  
<https://wiki.spawar.navy.mil/confluence/spaces/viewpage.action?key=SSCAPD>
  - Non-LANT Facility GEOLOCs and correct City / State are located in OPM Duty Station Locator: <https://apps.opm.gov/dsfls/>
  - GEOLOCs are also located in PD Library.
  - Those employees that meet the criteria for Remote or Embedded based on the definition, required to provide additional information in Field 34.
    - Embedded: Employee sits in a Customer/Sponsor site majority of time.
    - Remote: Employee does not sit in a Customer/Sponsor site majority of time and is not covered by an approved Telework Agreement.
17. CLEARANCE REQUIRED: Determined by Position Sensitivity (See Below Chart)
  - Highest designation level required by incumbent's specific duties.
  - Not required to be the same as employee access.
  - Employee must be eligible to meet the Clearance Required on the PD to access information at that level.
18. POSITION SENSITIVITY: (See Below Chart)
  - Any position designated in which the occupant could bring about, by virtue of the nature of the position, a materially adverse effect on national security.
  - National security position designation.
    - Nonsensitive (Student and/or under 18)
    - Noncritical
    - Critical
    - Special Sensitive with SCI
    - Note: Utilize Position Designation Tool (PDT) to determine position security level:  
<https://www.opm.gov/investigations/background-investigations/position-designation-tool>
19. DAWIA CRITICAL POSITION CODE: Select when applicable.
  - Critical Acquisition Position: Attach Acquisition Position Designation Sheet
20. DAWIA CAREER LEVEL: Select when applicable.
21. DAWIA CATEGORY: Select when applicable.
22. SPECIALTY CODE AREA:
  - Each billet will be assigned a two-digit Cyber Code in accordance with SECNAV 5239-M manual.
  - 2210 positions: '00' is not a valid code.
  - COG guidance: <https://wiki.spawar.navy.mil/confluence/pages/viewpage.action?pagelD=146081696>
  - Forward questions to: [ssclant\\_cswf@navy.mil](mailto:ssclant_cswf@navy.mil)
23. CYBER PROFICIENCY LEVEL:
  - Proficiency Level will be based on GS equivalency.
  - COG guidance: <https://wiki.spawar.navy.mil/confluence/pages/viewpage.action?pagelD=146081696>
  - Forward questions to: [ssclant\\_cswf@navy.mil](mailto:ssclant_cswf@navy.mil)

## INSTRUCTION PAGE (Continued)

### 24. FINANCIAL STATEMENT REQUIRED:

- Utilize COG Job Aid: <https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Ethics>
- Note: Attach OGE-450 Form when applicable. List required duties in (Field 31 / Duties)

### 25. DRUG TEST REQUIRED: (See Below Chart)

- Determined by Clearance Required / Position Sensitivity / Duties.
- Position Applicable: Top Secret / Top Secret with SCI / Critical Sensitive / Special Sensitive with SCI / Executive Level / Motor Vehicle Operator

### 26. FLSA/AUTHORITY CODE:

- The Fair Labor Standards Act (FLSA) is applicable to all positions. Attach FLSA Designation Form.

### 27. OPM FUNCTIONAL CODE:

- STRL Functional Codes are the same as OPM Functional Codes:  
<https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Selecting+Position+Codes>
- Utilize code '00' for Non-engineer and Non-scientist positions.

### 28. SUPERVISORY LEVEL CODE:

- 2 / Supervisor or Manager
- 4 / Supervisor (CSRA)
- 8 / Nonsupervisory

### 29. BARGAINING UNIT STATUS CODE:

- 8888: Supervisor / Manager / HR Specialist / Security Personnel / Investigator
- 7777: All other SSC Employees
- Note: Contact assigned PMA for additional guidance.

### 30. COMPETITIVE LEVEL CODE: 'ZZZ'

### 31. POSITION OCCUPIED:

- Competitive Service Position
- Excepted Service Position

## ADDITIONAL INFORMATION

### 32. DUTIES:

- Brief introductory statement which identifies the position's primary purpose and organizational relationship. (1-2 Sentences)
- Identify Major Duties and Responsibilities: Statements of important, regular, and reoccurring duties/responsibilities.
- Each Major Duty typically constitutes 25% of the incumbent's time. No more than 3-5 Major Duties are identified.
- Note: Competency Development Models (CDMs) are not incorporated into the Position Description (PD).

### 33. KNOWLEDGE, SKILLS, AND ABILITIES (KSAs):

- No less than 3 and no more than 7 statements. Each statement begins with 'Knowledge', or 'Skill', or 'Ability' only.
- Entry level positions generally contain more 'Knowledge' requirements.
- Senior level positions generally contain a combination of 'Skills' and 'Abilities' and fewer 'Knowledge' requirements.
- Statements identify core elements required to complete the duties indicated on the coversheet.
- Note: Competency Development Models (CDMs) are not incorporated into the Position Description (PD).

### 34. SPECIAL CONDITIONS OF EMPLOYMENT: HRO provides language.

- Unique position requirements: Travel / DAWIA / CSWF / Driver License / Certifications.

### 35. AGENCY REMARKS: HRO applies specific information.

- Note: Insert Remote/Embedded codes 'E' or 'R' and supporting facility location information for each employee.
  - E: Embedded Employee / Facility Site Location / Building Number / Physical Address if not a Military Facility Site
  - Note: GEOLOCs are established for most Military Facility Sites. Avoid utilization of the city where the Military Facility Site is located.
  - R: Remote Employee / Physical Address of Remote Facility Site

## APPROVAL AND CERTIFICATION

- SUPERVISOR NAME/DATE/SIGNATURE: Direct supervisor of the position. (Always Required)
- MANAGER NAME/DATE/SIGNATURE: Next level of supervision. (Not Required)
- CLASSIFICATION AUTHORITY NAME/DATE/SIGNATURE: Tier designated. (Always Required)
- TIER 1 or DESIGNEE NAME/DATE/SIGNATURE: (Optional) Complete when action requires Executive Director (ED) approval. This ensures the ED is aware the Tier 1 approves of the data.

## POSITION TITLES AND CAREER PATH/SERIES/BAND CHART

### Science and Engineering (ND)

0180	0401	0403	0408	0410	0413	0801	0803	0806
0807	0808	0810	0819	0830	0840	0850	0854	0855
0858	0861	0893	0896	1301	1306	1310	1313	1320
1321	1330	1340	1350	1360	1370	1386	1501	1515
1520	1529	1550	xx99					

### Technician (NR)

0021	0404	0802	0809	0856	0895	1060	1152	1311
1341	1371	1521	1531	xx99				

### Analytical (NO)

0018	0020	0028	0080	0089	0101	0132	0170	0184
0201	0260	0301	0340	0341	0342	0343	0346	0391
0501	0505	0510	0511	0560	0904	0905	0950	1001
1021	1035	1040	1071	1082	1083	1084	1101	1102
1103	1150	1221	1222	1316	1361	1410	1412	1601
1640	1670	1712	1750	1801	1810	1811	1910	2001
2003	2010	2030	2032	2050	2101	2130	2150	2152
2210	xx99							

### General Support (NG)

0019	0029	0086	0134	0181	0203	0302	0303	0304
0305	0309	0312	0318	0322	0326	0332	0335	0344
0350	0356	0361	0390	0392	0394	0503	0525	0540
2005	2012	2131	2135	xx99				

### Supervisor (NM)

All Series

## REQUIRED ALIGNMENT CHART

Position Sensitivity	Clearance Required	Drug Test Required
Non-Sensitive (NS) N/A LANT	Secret	No
Non-Critical Sensitive (NCS)	Secret	No
Critical Sensitive (CS)	Top Secret	Yes
Special Sensitive	Top Secret / SCI	Yes

### ADDITIONAL FORM INFORMATION

- Purpose of Form: Position Description
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: Competency 811
- Form Location: SSC LANT Forms Library



# SAMPLE

SSC STRL PAY BAND DESCRIPTOR COVER SHEET				
1. DESCRIPTOR NUMBER 1213456		2. BILLET ID NUMBER (BIN) 5678674		3. UIC 65236
				4. PAYROLL COST CENTER 821000
5. EMPLOYEE NAME ( <i>Last, First, MI</i> ) Doe, Jonathan E.	6. ORG CODE 82100	7. POSITION TITLE Engineer	8. CAREER PATH / SERIES / PAY BAND ND-0855-03	9. FULL PERFORMANCE LEVEL 04
10. ORGANIZATION NAME: 1st Level INFORMATION RESOURCE MANAGEMENT				
11. ORGANIZATION NAME: 2nd Level INFORMATION TECHNOLOGY MANAGEMENT				
12. ORGANIZATION NAME: 3rd Level CORPORATE OPERATIONS				
13. ORGANIZATION NAME: 4th Level SPACE AND NAVAL WARFARE SYSTEMS CENTER ATLANTIC				
14. ORGANIZATION NAME: 5th Level				
15. ORGANIZATION NAME: 6th Level				
16. DUTY STATION 452464019 CHARLESTON		17. CLEARANCE REQUIRED Secret		18. POSITION SENSITIVITY Nonsensitive
19. DAWIA CRITICAL POSITION CODE Critical Acquisition Position		20. DAWIA CAREER LEVEL Basic or Entry Level		21. DAWIA CATEGORY A
22. SPECIALTY CODE AREA 41 - Customer Service and Technical Support			23. CYBER PROFICIENCY LEVEL Entry/Apprentice: GS 5-9	
24. FINANCIAL STATEMENT REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		25. DRUG TEST REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
25. FLSA / AUTHORITY CODE <input checked="" type="checkbox"/> NON-EXEMPT <input type="checkbox"/> EXEMPT 5 CRF 551.210 (Computer Employee)				27. OPM FUNCTIONAL CODE 13
28. SUPERVISORY LEVEL CODE 8 - Nonsupervisory	29. BARGAINING UNIT STATUS CODE 7777	30. COMPETITIVE LEVEL CODE ZZZ	31. POSITION OCCUPIED Competitive	
<b>ADDITIONAL INFORMATION</b>				
32. DUTIES: Expandable Entry Brief introductory statement that identifies the position's primary purpose and organizational relationship and 3-5 major duties.				
33. KNOWLEDGE, SKILLS, AND ABILITIES (KSAs): Expandable Entry No less than three and no more than seven statements, each beginning with "knowledge", "skill" or "ability" only.				
34. SPECIAL CONDITIONS OF EMPLOYMENT: Expandable Entry Travel/DAWIA/CSWF/Drivers License/Certifications.				
35. AGENCY REMARKS: Expandable Entry HRO fills out.				
<b>APPROVAL AND CERTIFICATION</b>				
Certification Statement: I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations.				
SUPERVISOR NAME ( <i>Last, First, MI</i> ) SMITH, JOHN Q.		DATE	SUPERVISOR SIGNATURE	
MANAGER NAME ( <i>Last, First, MI</i> ) SCHMOE, JOSEPH A.		DATE	MANAGER SIGNATURE	
CLASSIFICATION AUTHORITY NAME ( <i>Last, First, MI</i> ) MILLER, CHRISTOPHER A.		DATE	CLASSIFICATION AUTHORITY SIGNATURE	
Optional Signature: Tier 1 (or Designee) Complete when action requires Executive Director (ED) approval. This ensures the ED is aware the Tier 1 approves of the data.				
TIER 1 or DESIGNEE NAME ( <i>Last, First, MI</i> )		DATE	TIER 1 or DESIGNEE SIGNATURE	

## INSTRUCTION PAGE

1. DESCRIPTOR NUMBER: HRO assigns.
2. BILLET ID NUMBER (BIN): HRO submits BIN request. Manpower Management Office provides.
3. UIC: Options: 65236 / 69250 / 68561 / 50250
4. PAYROLL COST CENTER: Organization code plus '0'. Example: 81110 / 811100
5. EMPLOYEE NAME: Self-Explanatory
6. ORG CODE: 5 digit organization code.
7. POSITION TITLE: SSC STRL prescribed. (See Below Chart)
  - DoD requires the use of OPM titles.
  - Utilize IT specific titles for 2210 series.
    - IT Project Manager (No specialty parenthetical added) Note: This OPM title not used under STRL.
    - Supv IT Project Manager (No specialty parenthetical added) Note: This OPM title not used under STRL.
    - Supv IT Specialist (Insert 1 or 2 parenthetical titles)
    - IT Specialist (Insert 1 or 2 parenthetical titles)
    - Supv IT Specialist and IT Specialist parenthetical titles: (Applications Software) or (APPS) / (Customer Support) or (CUSTSPT) / (Data Management) or (DATAMGMT) / (Enterprise Architecture) or (ENTRARCH) / (Internet) or (INET) / (Operating Systems) or (OS) / (Network Services) or (NETWORK) / (Policy and Planning) or (PLCYPLN)
  - Security: In accordance with DoD8570.01 IAWF positions performing IA functions insert: (INFOSEC) / (Systems Administration) or (SYSADMIN) / (Systems Analysis or (SYSANALYSIS)
8. CAREER PATH/SERIES/PAY BAND: SSC STRL prescribed. (See Below Chart)
9. FULL PERFORMANCE LEVEL: Position FPL.
10. ORGANIZATION NAME: Department of Navy / SPAWARSCEN Atlantic
11. ORGANIZATION NAME: Tier 1
12. ORGANIZATION NAME: Tier 2
13. ORGANIZATION NAME: Tier 3
14. ORGANIZATION NAME: Tier 4
15. ORGANIZATION NAME: Tier 5
16. DUTY STATION:
  - Insert the Geolocation (GEOLOC) Code / City / State.
  - Example: 452464019 SPAWAR, SC
  - Must utilize the GEOLOC where employee sits majority of time.
  - LANT Facility GEOLOCs and correct City / State are located in PD Library: <https://wiki.spawar.navy.mil/confluence/spaces/viewpage.action?key=SSCAPD>
  - Non-LANT Facility GEOLOCs and correct City / State are located in OPM Duty Station Locator: <https://apps.opm.gov/dsfls/>
  - GEOLOCs are also located in PD Library.
  - Those employees that meet the criteria for Remote or Embedded based on the definition, required to provide additional information in Field 34.
  - Embedded: Employee sits in a Customer/Sponsor site majority of time.
  - Remote: Employee does not sit in a Customer/Sponsor site majority of time and is not covered by an approved Telework Agreement.
17. CLEARANCE REQUIRED: Determined by Position Sensitivity (See Below Chart)
  - Highest designation level required by incumbent's specific duties.
  - Not required to be the same as employee access.
  - Employee must be eligible to meet the Clearance Required on the PD to access information at that level.
18. POSITION SENSITIVITY: (See Below Chart)
  - Any position designated in which the occupant could bring about, by virtue of the nature of the position, a materially adverse effect on national security.
  - National security position designation.
    - Nonsensitive (Student and/or under 18)
    - Noncritical
    - Critical
    - Special Sensitive with SCI
  - Note: Utilize Position Designation Tool (PDT) to determine position security level: <https://www.opm.gov/investigations/background-investigations/position-designation-tool>
19. DAWIA CRITICAL POSITION CODE: Select when applicable.
  - Critical Acquisition Position: Attach Acquisition Position Designation Sheet
20. DAWIA CAREER LEVEL: Select when applicable.
21. DAWIA CATEGORY: Select when applicable.
22. SPECIALTY CODE AREA:
  - Each billet will be assigned a two-digit Cyber Code in accordance with SECNAV 5239-M manual.
  - 2210 positions: '00' is not a valid code.
  - COG guidance: <https://wiki.spawar.navy.mil/confluence/pages/viewpage.action?pagelId=146081696>
  - Forward questions to: [ssclant\\_cswf@navy.mil](mailto:ssclant_cswf@navy.mil)
23. CYBER PROFICIENCY LEVEL:
  - Proficiency Level will be based on GS equivalency.
  - COG guidance: <https://wiki.spawar.navy.mil/confluence/pages/viewpage.action?pagelId=146081696>
  - Forward questions to: [ssclant\\_cswf@navy.mil](mailto:ssclant_cswf@navy.mil)

## INSTRUCTION PAGE (Continued)

**24. FINANCIAL STATEMENT REQUIRED:**

- Utilize COG Job Aid: <https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Ethics>
- Note: Attach OGE-450 Form when applicable. List required duties in (Field 31 / Duties)

**25. DRUG TEST REQUIRED:** (See Below Chart)

- Determined by Clearance Required / Position Sensitivity / Duties.
- Position Applicable: Top Secret / Top Secret with SCI / Critical Sensitive / Special Sensitive with SCI / Executive Level / Motor Vehicle Operator

**26. FLSA/AUTHORITY CODE:**

- The Fair Labor Standards Act (FLSA) is applicable to all positions. Attach FLSA Designation Form.

**27. OPM FUNCTIONAL CODE:**

- STRL Functional Codes are the same as OPM Functional Codes:  
<https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Selecting+Position+Codes>
- Utilize code '00' for Non-engineer and Non-scientist positions.

**28. SUPERVISORY LEVEL CODE:**

- 2 / Supervisor or Manager
- 4 / Supervisor (CSRA)
- 8 / Nonsupervisory

**29. BARGAINING UNIT STATUS CODE:**

- 8888: Supervisor / Manager / HR Specialist / Security Personnel / Investigator
- 7777: All other SSC Employees
- Note: Contact assigned PMA for additional guidance.

**30. COMPETITIVE LEVEL CODE: 'ZZZ'**

**31. POSITION OCCUPIED:**

- Competitive Service Position
- Excepted Service Position

**ADDITIONAL INFORMATION**

**32. DUTIES:**

- Brief introductory statement which identifies the position's primary purpose and organizational relationship. (1-2 Sentences)
- Identify Major Duties and Responsibilities: Statements of important, regular, and reoccurring duties/responsibilities.
- Each Major Duty typically constitutes 25% of the incumbent's time. No more than 3-5 Major Duties are identified.
- Note: Competency Development Models (CDMs) are not incorporated into the Position Description (PD).

**33. KNOWLEDGE, SKILLS, AND ABILITIES (KSAs):**

- No less than 3 and no more than 7 statements. Each statement begins with 'Knowledge', or 'Skill', or 'Ability' only.
- Entry level positions generally contain more 'Knowledge' requirements.
- Senior level positions generally contain a combination of 'Skills' and 'Abilities' and fewer 'Knowledge' requirements.
- Statements identify core elements required to complete the duties indicated on the coversheet.
- Note: Competency Development Models (CDMs) are not incorporated into the Position Description (PD).

**34. SPECIAL CONDITIONS OF EMPLOYMENT:** HRO provides language.

- Unique position requirements: Travel / DAWIA / CSWF / Driver License / Certifications.

**35. AGENCY REMARKS:** HRO applies specific information.

- Note: Insert Remote/Embedded codes 'E' or 'R' and supporting facility location information for each employee.
  - E: Embedded Employee / Facility Site Location / Building Number / Physical Address if not a Military Facility Site
  - Note: GEOLOCs are established for most Military Facility Sites. Avoid utilization of the city where the Military Facility Site is located.
  - R: Remote Employee / Physical Address of Remote Facility Site

**APPROVAL AND CERTIFICATION**

- SUPERVISOR NAME/DATE/SIGNATURE: Direct supervisor of the position. (Always Required)
- MANAGER NAME/DATE/SIGNATURE: Next level of supervision. (Not Required)
- CLASSIFICATION AUTHORITY NAME/DATE/SIGNATURE: Tier designated. (Always Required)
- TIER 1 or DESIGNEE NAME/DATE/SIGNATURE: (Optional) Complete when action requires Executive Director (ED) approval. This ensures the ED is aware the Tier 1 approves of the data.

## POSITION TITLES AND CAREER PATH/SERIES/BAND CHART

### Science and Engineering (ND)

0180	0401	0403	0408	0410	0413	0801	0803	0806
0807	0808	0810	0819	0830	0840	0850	0854	0855
0858	0861	0893	0896	1301	1306	1310	1313	1320
1321	1330	1340	1350	1360	1370	1386	1501	1515
1520	1529	1550	xx99					

### Technician (NR)

0021	0404	0802	0809	0856	0895	1060	1152	1311
1341	1371	1521	1531	xx99				

### Analytical (NO)

0018	0020	0028	0080	0089	0101	0132	0170	0184
0201	0260	0301	0340	0341	0342	0343	0346	0391
0501	0505	0510	0511	0560	0904	0905	0950	1001
1021	1035	1040	1071	1082	1083	1084	1101	1102
1103	1150	1221	1222	1316	1361	1410	1412	1601
1640	1670	1712	1750	1801	1810	1811	1910	2001
2003	2010	2030	2032	2050	2101	2130	2150	2152
2210	xx99							

### General Support (NG)

0019	0029	0086	0134	0181	0203	0302	0303	0304
0305	0309	0312	0318	0322	0326	0332	0335	0344
0350	0356	0361	0390	0392	0394	0503	0525	0540
2005	2012	2131	2135	xx99				

### Supervisor (NM)

All Series

## REQUIRED ALIGNMENT CHART

#### Position Sensitivity

Non-Sensitive (NS) N/A LANT  
Non-Critical Sensitive (NCS)  
Critical Sensitive (CS)  
Special Sensitive

#### Clearance Required

Secret  
Secret  
Top Secret  
Top Secret / SCI

#### Drug Test Required

No  
No  
Yes  
Yes

### ADDITIONAL FORM INFORMATION

- Purpose of Form: Position Description
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: Competency 811
- Form Location: SSC LANT Forms Library



Attachment (5)

## FAIR LABOR STANDARDS ACT (FLSA) DETERMINATION SHEET

This form must be filed with the STRL Pay Band Descriptor Cover Sheet.

CAREER PATH	SERIES	PAY BAND	EMPLOYEE NAME (Last, First, MI) or VACANT	COMPETENCY	POSITION NUMBER	DEPT. REQUEST #	POSITION TITLE

**Note:** The exemption criteria provided below are taken from 5 CFR Part 551 and have very specific meanings. Interpretation of these criteria with the overall intent and purpose of the position's responsibilities must be considered.

**1. Executive Employee Exemption Criteria.** (5 CFR 551.205) An executive employee is a supervisor or manager who manages an organizational unit with a continuing function and customarily and regularly directs the work of subordinate employees and meets both of the following characteristics.

CHECK THOSE THAT DESCRIBE THE EMPLOYEE'S ASSIGNMENTS AND PERFORMANCE.

- ☐ Employee has authority to make personnel changes that include, but are not limited to selecting, removing, advancing in pay or promoting subordinate employees, or has authority to suggest or recommend such actions with particular consideration given to these suggestions and recommendations.
- ☐ Employee customarily and regularly exercises discretion and independent judgment in activities such as work planning and organization, work assignment, direction, review and evaluation and other aspects of management of subordinates, including personnel administration.

REASONS FOR SELECTION(S) IN NUMBER 1

**2. Administrative Employee Exemption Criteria.** (5 CFR 551.206) An administrative employee is an advisor or assistant to management, a representative of management or a specialist in a management or general business function or supporting service. Exemption under this category requires that the duties must be characterized by one of the criteria under the primary test duty (PTD), one of the criteria under the non manual work text (NWT), and the criterion of discretion and independent judgement test (DIJT).

SELECT ONE OR MORE OF THE FOLLOWING EXEMPTION CRITERION.

- ☐ Significantly affects the formulation or execution of management programs or policies, or
- ☐ Involves management or general business functional or supporting services of substantial importance to the organizations serviced, or
- ☐ Involves substantial participation in the executive or administrative functions of a management official, and

Select either or both of the following exemption criteria.

- ☐ Work is office or other predominantly non-manual work and is intellectual and varied in nature, or
- ☐ Work is office or other predominantly non-manual work and is of a specialized or technical nature that requires considerable special training, experience and knowledge, and

Select the following exemption.

- ☐ The employee frequently exercises discretion and independent judgement under only general supervision in performing the normal day to day work.

REASONS FOR SELECTION(S) IN NUMBER 2

**3. Professional Employee Exemption Criteria.** (5 CFR 551.207) A professional employee is an employee who meets at least one of the four PDT descriptors, the intellectual and varied in nature test and the DIJT criteria. (Check those which are most characteristic of the employee's primary duties and responsibilities.)

SELECT ONE OR MORE OF THE FOLLOWING FOUR EXEMPTION DESCRIPTORS.

- ☐ Work requires knowledge in a field of science or learning customarily and characteristically acquired through education or training that meets the requirements for a bachelor's or higher degree with major study in or pertinent to the specialized field as distinguished from general education, or
- ☐ Work being performed is comparable to that performed by professional employees, on the basis of specialized education or training and experience which provided both theoretical and practical knowledge of the speciality, including knowledge of related disciplines and of new developments in the field, or
- ☐ Work in a recognized field of artistic endeavor that is original or creative in nature and the result of which depends on the invention, imagination or talent of the employee, or
- ☐ Work that requires theoretical knowledge and practical application of highly-specialized knowledge in computer systems analysis, programming and software engineering or other similar work in the computer field. To be credited, the work must consist of one or more of the following:
  - (1) The application of system analysis techniques and procedures including consulting with users to determine hardware, software or system functional specifications.
  - (2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs including prototypes based on and related to user system design specifications.
  - (3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems.
  - (4) A combination of the duties described in (1), (2) and (3) above, the performance of which requires the same level of skills, and

Select this exemption descriptor.

- ☐ Work in predominately intellectual and varied in nature, requiring creative, analytical, evaluative or interpretive thought processes for satisfactory thought processes, and

Select this exemption descriptor.

- ☐ The employee must frequently exercise discretion and independent judgement under only general supervisor in performing normal, day to day work.

## REASONS FOR SELECTION(S) IN NUMBER 3

**4. Foreign Exemption Criteria.** (5 CFR 551.212) An employee who meets one of the two following:

- ☐ The employee is permanently stationed in an exempt area and spends all hours of work in a given work week in one or more exempt areas, or
- ☐ The employee is not permanently stationed in an exempt area but spends all hours of work in a given work week in one or more exempt areas.

\*Foreign exempt area means any foreign country or any territory under the jurisdiction of the United States other than the following locations: A state of the United States, The District of Columbia, Puerto Rico, The U.S. Virgin Islands, Outer continental shelf lands as defined in the Outer Continental Shelf Lands Act (6 Stat. 462), American Samoa, Guam, Commonwealth of the Northern Mariana Islands, Midway Atoll, Wake Island, Johnston Island and Palmyra.

## REASONS FOR SELECTION(S) IN NUMBER 4

**5. Certification of Duties Performed**

The primary duties and responsibilities of the incumbent, as currently assigned and performed, are correctly reflected in the STRL Pay Band Descriptor Cover Sheet to which the incumbent is assigned.

**6. FLSA Determination**

Based on a comparison of the FLSA exemption criteria in 5 CFR 551.205-212 with the employee's actual, primary duties and responsibilities and the intent and organizational purpose of those functions as shown above, this STRL position is determined to be exempt from coverage under FLSA.

DECIDING OFFICIAL SIGNATURE

## INSTRUCTION PAGE

- Career Path: SSC STRL prescribed (see below chart)
- Series: SSC STRL prescribed (see below chart)
- Pay Band: SSC STRL prescribed (see below chart)
- Employee Name: Self-Explanatory
- Competency: 5 digit competency code
- Position Number: HR assigns when PD is created
- Dept. Request #: N/A
- Position Title: SSC STRL prescribed (see below chart)

1. Executive Employee Exemption Criteria: Defined on form. Choose any that apply to the employee's assignments and performance.
  - Reasons for selection(s) in number 1: Fill out explanation for exemption.
2. Administrative Employee Exemption Criteria: Defined on form. Select one or more of the exemption blocks.
  - Reasons for selection(s) in number 2: Fill out explanation for need for exemption.
3. Professional Employee Exemption Criteria: Defined on form. Select one or more of the exemption descriptors.
  - Reasons for selection(s) in number 3: Fill out explanation for need for exemption.
4. Foreign Exemption Criteria: An employee who meets one of the two criteria.
  - Reasons for selection(s) in number 4: Fill out explanation for need for foreign exemption.

## POSITION TITLES AND CAREER PATH/SERIES/BAND CHART

## Science and Engineering (ND)

0180	0401	0403	0408	0410	0413	0801	0803	0806
0807	0808	0810	0819	0830	0840	0850	0854	0855
0858	0861	0893	0896	1301	1306	1310	1313	1320
1321	1330	1340	1350	1360	1370	1386	1501	1515
1520	1529	1550	xx99					

## Technician (NR)

0021	0404	0802	0809	0856	0895	1060	1152	1311
1341	1371	1521	1531	xx99				

## Analytical (NO)

0018	0020	0028	0080	0089	0101	0132	0170	0184
0201	0260	0301	0340	0341	0342	0343	0346	0391
0501	0505	0510	0511	0560	0904	0905	0950	1001
1021	1035	1040	1071	1082	1083	1084	1101	1102
1103	1150	1221	1222	1316	1361	1410	1412	1601
1640	1670	1712	1750	1801	1810	1811	1910	2001
2003	2010	2030	2032	2050	2101	2130	2150	2152
2210	xx99							

## General Support (NG)

0019	0029	0086	0134	0181	0203	0302	0303	0304
0305	0309	0312	0318	0322	0326	0332	0335	0344
0350	0356	0361	0390	0392	0394	0503	0525	0540
2005	2012	2131	2135	xx99				

## Supervisor (NM)

All Series

## ADDITIONAL FORM INFORMATION

- Purpose of Form: Fair Labor Standards Act Determination
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: Competency 811
- Form Location: SSC LANT Forms Library

## FAIR LABOR STANDARDS ACT (FLSA) DETERMINATION SHEET

This form must be filed with the STRL Pay Band Descriptor Cover Sheet.

CAREER PATH	SERIES	PAY BAND	EMPLOYEE NAME (Last, First, MI) or VACANT	COMPETENCY	POSITION NUMBER	DEPT. REQUEST #	POSITION TITLE
ND	1310	03	Doe, Jonathan R.	71000			Scientist

**Note:** The exemption criteria provided below are taken from 5 CFR Part 551 and have very specific meanings. Interpretation of these criteria with the overall intent and purpose of the position's responsibilities must be considered.

**1. Executive Employee Exemption Criteria.** (5 CFR 551.205) An executive employee is a supervisor or manager who manages an organizational unit with a continuing function and customarily and regularly directs the work of subordinate employees and meets both of the following characteristics.  
CHECK THOSE THAT DESCRIBE THE EMPLOYEE'S ASSIGNMENTS AND PERFORMANCE.

- ☐ Employee has authority to make personnel changes that include, but are not limited to selecting, removing, advancing in pay or promoting subordinate employees, or has authority to suggest or recommend such actions with particular consideration given to these suggestions and recommendations.
- ☐ Employee customarily and regularly exercises discretion and independent judgment in activities such as work planning and organization, work assignment, direction, review and evaluation and other aspects of management of subordinates, including personnel administration.

## REASONS FOR SELECTION(S) IN NUMBER 1

**2. Administrative Employee Exemption Criteria.** (5 CFR 551.206) An administrative employee is an advisor or assistant to management, a representative of management or a specialist in a management or general business function or supporting service. Exemption under this category requires that the duties must be characterized by one of the criteria under the primary test duty (PTD), one of the criteria under the non manual work test (NWT), and the criterion of discretion and independent judgement test (DIJT).

SELECT ONE OR MORE OF THE FOLLOWING EXEMPTION CRITERION.

- ☐ Significantly affects the formulation or execution of management programs or policies, or
- ☐ Involves management or general business functional or supporting services of substantial importance to the organizations serviced, or
- ☐ Involves substantial participation in the executive or administrative functions of a management official, and

Select either or both of the following exemption criteria.

- ☐ Work is office or other predominantly non-manual work and is intellectual and varied in nature, or
- ☐ Work is office or other predominantly non-manual work and is of a specialized or technical nature that requires considerable special training, experience and knowledge, and

Select the following exemption.

- ☐ The employee frequently exercises discretion and independent judgement under only general supervision in performing the normal day to day work.

## REASONS FOR SELECTION(S) IN NUMBER 2

**3. Professional Employee Exemption Criteria.** (5 CFR 551.207) A professional employee is an employee who meets at least one of the four PDT descriptors, the intellectual and varied in nature test and the DIJT criteria. (Check those which are most characteristic of the employee's primary duties and responsibilities.)

SELECT ONE OR MORE OF THE FOLLOWING FOUR EXEMPTION DESCRIPTORS.

- ☒ Work requires knowledge in a field of science or learning customarily and characteristically acquired through education or training that meets the requirements for a bachelor's or higher degree with major study in or pertinent to the specialized field as distinguished from general education, or
- ☐ Work being performed is comparable to that performed by professional employees, on the basis of specialized education or training and experience which provided both theoretical and practical knowledge of the speciality, including knowledge of related disciplines and of new developments in the field, or
- ☐ Work in a recognized field of artistic endeavor that is original or creative in nature and the result of which depends on the invention, imagination or talent of the employee, or
- ☐ Work that requires theoretical knowledge and practical application of highly-specialized knowledge in computer systems analysis, programming and software engineering or other similar work in the computer field. To be credited, the work must consist of one or more of the following:
- (1) The application of system analysis techniques and procedures including consulting with users to determine hardware, software or system functional specifications.
  - (2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs including prototypes based on and related to user system design specifications.
  - (3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems.
  - (4) A combination of the duties described in (1), (2) and (3) above, the performance of which requires the same level of skills, and

Select this exemption descriptor.

- ☒ Work in predominately intellectual and varied in nature, requiring creative, analytical, evaluative or interpretive thought processes for satisfactory thought processes, and

Select this exemption descriptor.

- ☒ The employee must frequently exercise discretion and independent judgement under only general supervisor in performing normal, day to day work.



## REASONS FOR SELECTION(S) IN NUMBER 3

**4. Foreign Exemption Criteria.** (5 CFR 551.212) An employee who meets one of the two following:

- ☐ The employee is permanently stationed in an exempt area and spends all hours of work in a given work week in one or more exempt areas, or
- ☐ The employee is not permanently stationed in an exempt area but spends all hours of work in a given work week in one or more exempt areas.

\*Foreign exempt area means any foreign country or any territory under the jurisdiction of the United States other than the following locations: A state of the United States, The District of Columbia, Puerto Rico, The U.S. Virgin Islands, Outer continental shelf lands as defined in the Outer Continental Shelf Lands Act (6 Stat. 462), American Samoa, Guam, Commonwealth of the Northern Mariana Islands, Midway Atoll, Wake Island, Johnston Island and Palmyra.

## REASONS FOR SELECTION(S) IN NUMBER 4

**5. Certification of Duties Performed**

The primary duties and responsibilities of the incumbent, as currently assigned and performed, are correctly reflected in the STRL Pay Band Descriptor Cover Sheet to which the incumbent is assigned.

**6. FLSA Determination**

Based on a comparison of the FLSA exemption criteria in 5 CFR 551.205-212 with the employee's actual, primary duties and responsibilities and the intent and organizational purpose of those functions as shown above, this STRL position is determined to be exempt from coverage under FLSA.

## DECIDING OFFICIAL SIGNATURE

**Appendix H DON Civilian Acquisition Assignment Coding Sheet**

Revised May 14, 2015

**Instructions:**

- The completion of this Coding Sheet is required for all DON acquisition positions and assignments. Guidance for designating DON acquisition positions is in the DON DAWIA Operating Guide at <http://www.secnv.navy.mil/rda/workforce/Pages/StrategyPolicy.aspx>.
- Commands are required to complete and sign this Coding Sheet, attach it to the Position Description (PD) and associated Requests for Personnel Action, and provide to their human resources office for coding into the Defense Civilian Personnel Data System (DCPDS).
- Commands must update Coding Sheets and provide them to their human resources office when changes occur that affect the acquisition coding.
- When processing Requests for Personnel Action, data entry personnel should ensure that the acquisition information in DCPDS reflects the information on the Coding Sheet.
- DCPDS navigation verified as of Appendix H revision May 14, 2015. Refer to DCPDS documentation in the case of any discrepancies.

PD Number/Position Sequence: \_\_\_\_\_ Command/UIC: SPAWAR/65236

Employee Name: \_\_\_\_\_

Pay Plan-Grade-Series-Title: \_\_\_\_\_

**SECTION 1. ACQUISITION POSITION CATEGORY**DCPDS Navigation: [Work Structures](#) > [Position](#) > [Description](#) > [Extra Information](#) > [Acquisition Program Information](#) > [Career Category](#)

- ☐ A – Program Management
- ☐ C – Contracting\*† (All 1102 series and Contracting Professional Development Program positions must be "C")
- ☐ D – Industrial/Contract Property Management (All 1103 series positions must be "D")
- ☐ E – Purchasing (All 1105 series positions must be "E")
- ☐ F – Facilities Engineering
- ☒ H – Production, Quality and Manufacturing
- ☐ I – Science and Technology Manager\*
- ☐ K – Business-Financial Management
- ☐ L – Life Cycle Logistics
- ☐ P – Business-Cost Estimator\*†
- ☐ R – Information Technology
- ☐ S – ENG- Engineering\*
- ☐ T – Test and Evaluation\*†

\* Requires baccalaureate degree.

† Requires semester hours in specific disciplines.

**SECTION 2. ACQUISITION POSITION TYPE —CRITICAL ACQUISITION POSITIONS (CAPs)/KEY LEADERSHIP POSITIONS (KLPs)**DCPDS Navigation: [Position](#) > [Description](#) > [Extra Information](#) > [Acquisition Program Information](#) > [Critical Position](#)

- ☐ 1 – CAP—Not Division Head
- ☐ 2 – CAP—Division Head\*
- ☐ 3 – Not CAP—Development\*\*
- ☒ 4 – Not CAP or Developmental
- ☐ 6 – KLP

\* A Division Head is the official with responsibility for managing an acquisition organization or major subordinate unit, the mission of which is to support or administer acquisition functions.

\*\* Applicable to positions in the DON Contracting Professional Development Program (CPDP), Naval Acquisition Developmental Program (NADP), and formal Command level developmental programs.



**DON CIVILIAN ACQUISITION ASSIGNMENT CODING SHEET (CONTINUED)**

**SECTION 3. ACQUISITION CERTIFICATION LEVEL REQUIRED FOR THE POSITION**

DCPDS Navigation: [Position > Description > Extra Information > Acquisition Program Information > Career Level](#)

- ☒ 1 – Level I (Entry)  
☐ 2 – Level II (Intermediate)  
☐ 3 – Level III (Advanced)\* †

\* CAPs and KLPs (Section 2 = 1, 2, or 6) must be Level III

† Not applicable to the Purchasing career field

**SECTION 4. ACQUISITION JOB SPECIALTY 1—Career path must be defined for the position category selected (Section 1).**

DCPDS Navigation: [Position > Description > Extra Information > Acquisition Program Information > Job Specialty 1](#)

- ☐ I – International Acquisition

**SECTION 5. ACQUISITION PROGRAM INDICATOR**

DCPDS Navigation: [Position > Description > Extra Information > Acquisition Program Information > Program Type](#)

- ☐ 1 – Major Defense Acquisition Program (ACAT I)  
☐ 2 – Significant Non-Major Defense Acquisition Program (ACAT II)  
☐ 3 – ACAT I/II (supports both ACAT I/II Programs)  
☐ 4 – ACAT III or IV  
☒ 9 – N/A (none of the above)

**SECTION 6. SPECIAL ASSIGNMENT —This Section applies only to KLPs (Section 2 = "6"). Otherwise, leave blank.**

**Check one of the following in alignment with the position category code (Section 1).**

DCPDS Navigation: [Position > Description > Extra Information > Acquisition Program Information > Special Assignment](#)

- ☐ A – Program Executive Officer (PEO), Executive Dir PEO, Direct Reporting Program Manager (DRPM)  
☐ B – Program Manager (PM)  
☐ C – Deputy PM  
☐ D – Senior Contracting Official  
☐ L – Deputy PEO, Deputy DRPM  
☐ N – Program Lead Systems Engineer/Chief Engineer  
☐ P – Program Lead Cost Estimator  
☐ Q – Program Lead Business Financial Manager  
☐ S – Other  
☐ T – Program Lead Contracting Officer  
☐ U – Program Lead Logistician (Product Support Manager)  
☐ V – Program Lead Test and Evaluation  
☐ W – Program Lead Production, Quality, & Manufacturing  
☐ X – Program Lead Information Technology

**SECTION 7. This Section applies only to CAPs and KLPs. Fill in only if Section 2 = "1", "2", or "6".**

a. Date Tenure Agreement Ends (mm/dd/yyyy): \_\_\_\_\_ \*

DCPDS Navigation: [People > Enter and Maintain > Extra Information > Acquisition Basic Data > Dt Tenure Agreement Ends](#)

\*Employees in CAPs and KLPs must sign a 3-year tenure agreement with the following exception: Direct Reporting Program Managers (DRPMs), Deputy DRPMs, and ACAT I Program Managers (PMs) and Deputy PMs have a commitment aligned with the major milestone closest to 4 years or as tailored by ASN(RDA).

b. Date Assignment Review (mm/dd/yyyy): \_\_\_\_\_ \*

DCPDS Navigation: [People > Enter and Maintain > Extra Information > Acquisition Basic Data > Dt Asgt Review Due](#)

\* This reflects the date the employee is due to be reviewed for possible rotation which is 5 years from the date assigned to the position.

APPROVING OFFICIAL SIGNATURE: \_\_\_\_\_ DATE \_\_\_\_\_

(Print Approving Official Name and Title) \_\_\_\_\_

POINT OF CONTACT (NAME, EMAIL, PHONE): \_\_\_\_\_

EFFECTIVE DATE OF ACTION: \_\_\_\_\_

**SSC STRL PAY SETTING WORKSHEET**  
(Prescribing Document - SSC STRL Joint Implementation Manual)

**CANDIDATE INFORMATION**

CANDIDATE NAME (Last, First, MI)	CAREER PATH/SERIES/PAY BAND	POSITION TITLE	RPA #
EDUCATION LEVEL		MAJOR	YEARS OF RELEVANT EXPERIENCE
<input type="checkbox"/> High School <input type="checkbox"/> Associate <input type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> Ph. D.			

**TYPE OF ACTION**

(Check appropriate box after each applicable action)

<input type="checkbox"/> NEW HIRE	<input type="checkbox"/> REASSIGNMENT/TRANSFER	<input type="checkbox"/> PROMOTION
<input type="checkbox"/> Non Contractor Hire <input type="checkbox"/> Contractor Hire <input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC	<input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC	
<input type="checkbox"/> CHANGE TO LOWER PAY BAND	<input type="checkbox"/> ACDP	
<input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC	Percentage of Pay Increase:   %	

**SALARY INFORMATION**

CURRENT BASE SALARY \$	NEW BASE SALARY \$
CURRENT LOCALITY (If applicable) \$	NEW LOCALITY SALARY (If applicable) \$
CURRENT TOTAL ADJUSTED SALARY \$	NEW TOTAL ADJUSTED SALARY \$

**INTERNAL SALARY OF INCUMBENT(S) (Based on Base Salary)**

AVERAGE SALARY \$	NUMBER OF INCUMBENTS	LOWEST SALARY IN PAY BAND \$	HIGHEST SALARY IN PAY BAND \$	AVG # OF YEARS IN PAY BAND
----------------------	----------------------	---------------------------------	----------------------------------	----------------------------

**OTHER INCENTIVES USED**

(Check appropriate incentive)

<input type="checkbox"/> Recruitment Bonus   \$	<input type="checkbox"/> Relocation Bonus   \$	<input type="checkbox"/> Retention Bonus   \$
---	--	---

**COMPENSATION JUSTIFICATION**

(Check appropriate boxes)

**CURRENT/PREVIOUS EMPLOYMENT HISTORY**

<input type="checkbox"/> Meets minimum position levels	<input type="checkbox"/> Exceeds minimum position levels	<input type="checkbox"/> Directly related experience	<input type="checkbox"/> Possesses unique skills critical to command
--	--	--	--

**PAY FACTORS FOR CONSIDERATION**

<input type="checkbox"/> Critical agency business need	<input type="checkbox"/> Current salary/salary history	<input type="checkbox"/> Relevant work experience	<input type="checkbox"/> Education levels
<input type="checkbox"/> Training	<input type="checkbox"/> Competencies	<input type="checkbox"/> Use of any/all of the 3 "Rs"	<input type="checkbox"/> Related training licenses, certifications, etc.. (List below)
<input type="checkbox"/> Other			

ADDITIONAL REASON(S) FOR SALARY COMPENSATION

**APPROVALS**

RECOMMENDING COMPETENCY OFFICIAL NAME (Last, First, MI)	DATE	SIGNATURE
SECOND LEVEL APPROVING OFFICIAL NAME (Last, First, MI)	DATE	SIGNATURE
APPROVING OFFICIAL NAME (Last, First, MI)	DATE	SIGNATURE
HIGHER LEVEL APPROVING OFFICIAL NAME (Last, First, MI)	DATE	SIGNATURE



## INSTRUCTION PAGE

### CANDIDATE INFORMATION:

- Candidate Name: Self-Explanatory
- Career Path/Series/Grade: STRL prescribed career path/series/pay band. (See Below Position Chart)
- Position Title: STRL prescribed career path/series/pay band. (See Below Position Chart)
- RPA #: The Request for Personnel Action (RPA) is generated once the PMA creates the action in DCPDS.
- Education Level: Check the highest level of education completed for the candidate.
- Major: Indicate the degree of study for the highest level of education completed by the candidate. The degree of study must meet the qualifications for the position/series.
- Years of Relevant Experience: Indicate the number of years of relevant experience the candidates has obtained.

### TYPE OF ACTION: Check the type of action and the sub-category that applies based on definitions.

- New Hire: Candidate is not a current federal employee.
  - Non Contractor Hire: Candidate is not a current contractor.
  - Contractor Hire: Candidate is a current contractor.
- Reassignment/Transfer: Candidate is changing competencies/agencies.
  - Internal to SSC: Candidate is a current SSC employee.
  - External to SSC: Candidate is not a current SSC employee.
- Promotion: Candidate is moving from a lower grade to higher grade.
  - Internal to SSC: Candidate is a current SSC employee.
  - External to SSC: Candidate is not a current SSC employee.
- Change to Lower Pay Band: Candidate is moving from a higher grade to a lower grade.
  - Internal to SSC: Candidate is a current SSC employee.
  - External to SSC: Candidate is not a current SSC employee.
- ACDP: Candidate is offered an Accelerated Compensation for Developmental Position based on the below Position Chart.
  - Percentage of Pay Increase: Self-Explanatory

### SALARY INFORMATION: Non-federal employees; current salary reflects the following.

- Military: Includes Base Pay and Basic Allowance for Sustenance (BAS) only; does not include Basic Allowance for Housing (BAH)
- Contractor/Private Sector: Annual salary without incentives or overtime costs. Hourly rate is multiplied by 2087 for annual salary.

### INTERNAL SALARY DATA FOR INCUMBENT(S) (Based on Base Salary):

- Average Salary: Average base salary of comparable incumbents.
- Number of Incumbents: Number of incumbents analyzed to retrieve salary data. The organization code analyzed should have at least 3 incumbents; PMA will work with hiring manager to identify organization code(s) which reach a reasonable pool of incumbents.
- Lowest Salary in Pay Band: Within the organization code(s) analyzed, the lowest base salary of the incumbents.
- Highest Salary in Pay Band: Within the organization code(s) analyzed, the highest base salary of the incumbents.
- Average # of Years in Pay Band: Do not fill out. Data element not utilized.

### OTHER INCENTIVES USED: Check appropriate incentive and indicate amount offered.

### COMPENSATION JUSTIFICATION: Check appropriate boxes.

- Current/Previous Employee History:
  - Meets Minimum Position Levels
  - Exceeds Position Levels
  - Directly Related Experience
  - Possess Unique Skills Critical to Command
- Pay Factors for Consideration:
  - Critical agency business need
  - Current salary/salary history
  - Relevant work experience
  - Education levels
  - Training
  - Competencies
  - Use of any/all of the 3 "Rs"
  - Related training licenses, certifications, etc.
  - Other
- Additional Reason(s) for Salary Compensation

### APPROVALS: Refer to Delegation Matrix. Signature requirements are subject to change.

- Recommending Competency Official: (Required) First Line Supervisor
- Second Level Approving Official: (Optional) Utilized when competency implements internal process.
- Approving Official: (Required) Second Line Supervisor
- Higher Level Approving Official: (See Delegation Matrix) Executive Director

## POSITION TITLES AND CAREER PATH/SERIES/BAND CHART

### Science and Engineering (S&E) Position Title - Scientist or Engineer (ND)

0401	0403	0408	0410	0413	0801	0803	0806	0807
0808	0810	0819	0830	0840	0850	0854	0855	0858
0861	0893	0896	1301	1306	1310	1313	1320	1321
1330	1340	1350	1360	1370	1386	1515	1520	1529
1550	0899	1599	0180	1399	1501			

### Administrative Specialist/Professional Position Title - Administrative Assistant (NO-1 only) or Administrative Specialist (NO)

- For 2210 series positions, utilize the special IT titles.

0018	0020	0028	0080	0101	0132	0170	0184	
0201	0260	0301	0340	0341	0342	0343	0346	0391
0501	0505	0510	0511	0560	0904	0905	0950	1001
1021	1035	1040	1071	1082	1083	1084	1101	1102
1103	1150	1221	1222	1410	1412	1601	1640	1670
1712	1750	1801	1810	1811	1910	2001	2003	2010
2030	2032	2050	2101	2130	2150	2152	2210	0399
0599	1099	1199	2299					

### S&E Technical/Technician Position Title - Technical Assistant or Technician (NR)

0404	0802	0809	0856	0895	1311	1341	1521	1531
0021	1060	1152	1371					

### General Support Position Title - Assistant (NG)

0019	0029	0086	0134	0181	0203	0302	0303	0304
0305	0309	0312	0318	0322	0326	0335	0344	0350
0356	0361	0390	0392	0394	0503	0525	0540	0544
0561	0986	1087	1105	1106	1107	1411	2005	2102
2135	0332	0335						

### Supervisor/Manager Position Title - Supervisor or Manager (NM)

All Series

### Accelerated Compensation for Developmental Position (ACDP)

Recommending official should review guidance in the following link before submitting a candidate for ACDP:

<https://wiki.spawar.navy.mil/confluence/display/SSCACOG/Career+Ladder+Promotions+and+ACDPs>

### ADDITIONAL FORM INFORMATION:

- Purpose of Form: Set pay for employees under the SSC STRL
- Form Preparation: Supervisor of Record
- Form Copies: 1
- Form Submission: 8111 Competency Personnel Management Advisor
- Form Location: <https://wiki.spawar.navy.mil/confluence/x/Lg-QAQ>

# DRAFT

SSC STRL PAY SETTING WORKSHEET (Prescribing Document - SSC STRL Joint Implementation Manual)				
CANDIDATE INFORMATION				
CANDIDATE NAME (Last, First, MI) Doe, Jane		CAREER PATH/SERIES/PAY BAND NO-0201-04	POSITION TITLE Administrative Specialist	RPA # 12345
EDUCATION LEVEL <input type="checkbox"/> High School <input checked="" type="checkbox"/> Associate <input type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> Ph. D.			MAJOR Human Resources Mgmt	YEARS OF RELEVANT EXPERIENCE 8
TYPE OF ACTION (Check appropriate box after each applicable action)				
<input type="checkbox"/> NEW HIRE <input checked="" type="checkbox"/> REASSIGNMENT/TRANSFER <input type="checkbox"/> PROMOTION <input type="checkbox"/> Non Contractor Hire <input type="checkbox"/> Contractor Hire <input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC <input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC <input type="checkbox"/> CHANGE TO LOWER PAY BAND <input type="checkbox"/> ACDP <input type="checkbox"/> Internal to SSC <input type="checkbox"/> External to SSC                      Percentage of Pay Increase:                      %				
SALARY INFORMATION				
CURRENT BASE SALARY \$62,999		NEW BASE SALARY \$67,344		
CURRENT LOCALITY (If applicable) \$4,345		NEW LOCALITY SALARY (If applicable) \$9,664		
CURRENT TOTAL ADJUSTED SALARY \$67,344		NEW TOTAL ADJUSTED SALARY 77,008		
INTERNAL SALARY OF INCUMBENT(S) (Based on Base Salary)				
AVERAGE SALARY \$55,000	NUMBER OF INCUMBENTS	LOWEST SALARY IN PAY BAND \$50,000	HIGHEST SALARY IN PAY BAND \$75,000	AVG # OF YEARS IN PAY BAND 10
OTHER INCENTIVES USED (Check appropriate incentive)				
<input type="checkbox"/> Recruitment Bonus	\$	<input checked="" type="checkbox"/> Relocation Bonus	\$1000	<input type="checkbox"/> Retention Bonus
COMPENSATION JUSTIFICATION (Check appropriate boxes)				
CURRENT/PREVIOUS EMPLOYMENT HISTORY				
<input type="checkbox"/> Meets minimum position levels <input checked="" type="checkbox"/> Exceeds minimum position levels <input type="checkbox"/> Directly related experience <input type="checkbox"/> Possesses unique skills critical to command				
PAY FACTORS FOR CONSIDERATION				
<input checked="" type="checkbox"/> Critical agency business need <input type="checkbox"/> Current salary/salary history <input type="checkbox"/> Relevant work experience <input type="checkbox"/> Education levels <input type="checkbox"/> Training <input type="checkbox"/> Competencies <input type="checkbox"/> Use of any/all of the 3 "Rs" <input type="checkbox"/> Related training licenses, certifications, etc.. (List below) <input type="checkbox"/> Other				
ADDITIONAL REASON(S) FOR SALARY COMPENSATION				
APPROVALS				
RECOMMENDING COMPETENCY OFFICIAL NAME (Last, First, MI) VAZQUEZ, CYNTHIA L.		DATE	SIGNATURE	
SECOND LEVEL APPROVING OFFICIAL NAME (Last, First, MI) JACKIE SHAMBLIN		DATE	SIGNATURE	
APPROVING OFFICIAL NAME (Last, First, MI) BELL, PAMELA		DATE	SIGNATURE	
HIGHER LEVEL APPROVING OFFICIAL NAME (Last, First, MI)		DATE	SIGNATURE	



## MIOC HIRING MANAGER CHECKLIST

Submit this checklist with the RPA to process selection.

Recruitment is for Position Description # \_\_\_\_\_

(PD is attached to the RPA).

1. Area of consideration is:

Activity UIC \_\_\_\_\_

Organization Code \_\_\_\_\_

Other (please explain) \_\_\_\_\_

2. To create a list of candidates, I:

Requested an organization report of all employees in the AOC and considered them all.

Sent out an e-mail requesting a reply of interest and considered all those who replied .

Other (please explain) \_\_\_\_\_

\_\_\_\_\_

3. List Name/Number: \_\_\_\_\_

4. Selection Name: \_\_\_\_\_

5. Selection Criteria:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. I met with the PMA to discuss this action and to certify qualifications and time-in-grade requirements were met.

7. Command policy was followed.

8. The DoD PPP was cleared.

9. The selectee's name and current PD is attached to the RPA.

Attachment (8)



**Selection Panel Worksheet**  
**(Identifies Selection Panel members)**

This worksheet will be completed shortly after the decision to recruit is made and approved, or will be completed prior to receiving the certificate of eligibles.

**Command/Activity:**

**Job Title:**

**Career Path / Series/ Level or Pay Band:**

**SELECTION PANEL:**

The following individuals have been designated to participate on the selection interview panel. The panel has been established to review candidates to identify and make a recommendation for selection or to identify and make a recommendation of the candidates to be considered further by interview panels.

\*\*\*\*\*

\*\*

**Panel Members:** (Name, Code)

Selecting Official:

1. Panel Chairperson:

2.

3.

4.

5.

**Alternate Panel Members:** (Name, Code)

1.

2.

Has the selection criteria been established? Yes \_\_\_\_\_ No \_\_\_\_\_

What is expected time frame for selection panel deliberation (i.e., week of): \_\_\_\_\_

Has the selection criteria been established? Yes \_\_\_\_\_ No \_\_\_\_\_

Have the Interview questions been developed? Yes \_\_\_\_\_ No \_\_\_\_\_

What is the expected time frame for panel interviews (i.e., week of): \_\_\_\_\_

Attachment (9)

## Selection/Interview Panel Members' Statement of Confidentiality

---

As the Chairperson and/or Member of the selection/interview panel for RPA \_\_\_\_\_, it is understood that this particular function requires complete confidentiality in the execution of our responsibilities.

We acknowledge our responsibility to respect the confidentiality of applicants/candidates and/or employees in order to protect privacy, and to act in a professional manner.

We further understand that if we are found acting indiscreet with confidential material or not protecting privacy through our actions, we may receive appropriate disciplinary action(s). We understand this action to be necessary in order to maintain high professional standards as a panel member, as well as preserving the integrity of this process.

Any abuse, misuse, or dissemination of any confidential information (whether listed above or not) may result in disciplinary action, which can include termination of employment.

***Your signature below indicates that you have reviewed this statement, read it, and understand your responsibilities.***

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Chair, Selection Panel (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Member, Selection Panel (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Member, Selection Panel (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Member, Selection Panel (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Member, Selection Panel (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Member, Selection Panel (Print)

\_\_\_\_\_  
Date

Attachment (10)

Selection Interview Panels

MEMORANDUM

From: Panel Chairperson (name, code)

To: Selecting Official (name, code)

Subj: RECOMMENDATION OF CANDIDATES TO BE CONSIDERED BY INTERVIEW  
PANELS

Ref: (a) SPAWARSYSCENLANTINST 12330.3

Encl: (1) Vacancy Announcement  
(2) Certificate of Eligibles  
(3) Selection Panel Worksheet  
(4) Scoring Matrix

1. Per reference (a), you established a selection panel for the recruitment of [insert title and pay band/series/level] and assigned me as chairperson. Enclosure (1) references the announcement. The selection panel reviewed the candidates identified on the certificate of eligibles, enclosure (2), using established selection criteria to determine the candidates to be considered further by an interview panel.

2. The selection panel members are identified in enclosure (3). The selection criteria used was [insert criteria and weighting of criteria]. [Provide brief justification]. Upon review of the applications, the selection panel met on [insert date(s)]. Enclosure (4) provides the scoring matrix used.

3. The panel recommends the following candidates to be considered further by an interview panel [insert list of candidates]; the candidates are listed in [insert order- priority, alphabetical, etc.]. [Provide brief justification for recommendation]. The panel processes complied with EEO regulations, the Merit System Principles, Prohibited Personnel Practices, and reference (a)

SIGNATURE

\*\*\*\*\*

Approve

Disapprove (See attached addendum for justification)

Modification, as appropriate: \_\_\_\_\_

Selecting Official Signature: \_\_\_\_\_

Attachment (11)



RECOMMENDATION FOR SELECTION

MEMORANDUM

From: Panel Chairperson (name, code)

To: Selecting Official (name, code)

Subj: RECOMMENDATION FOR SELECTION

Ref: (a) SPAWARSYSCENLANTINST 12330.3

- Encl: (1) Memorandum Subject – Recommendation of Candidates to be Considered by Interview Panel  
(2) Interview Panel Worksheet  
(3) Interview Questions  
(4) Scoring Matrix

1. Per reference (a), you established a selection panel for the recruitment of [insert title and pay band/series/level] and assigned me as chairperson. Enclosure (1) references the selection panel that was held to determine the candidates to be considered further by a selection panel. The selection panels were held to determine the candidates for selection.

2. The selection panel members are identified in enclosure (2). The selection criteria used was [insert criteria and weighting of criteria.] [Provide brief justification]. The interview questions are stated in enclosure (3). Upon review of applications and interviews, the panel met on [insert date(s)] to deliberate. Enclosure (4) provides the scoring matrix.

3. The panel recommends the following candidates [list candidates]; the candidates are listed in [insert order – priority, alphabetical, etc.]. [Provide brief justification for recommendation]. The panel processes and selection complied with EEO regulations, the Merit System Principles, Prohibited Personnel Practices and reference (a).

SIGNATURE

\*\*\*\*\*

Candidate for Selection: \_\_\_\_\_

Alternate Selectee(s): \_\_\_\_\_

Selecting Official Signature: \_\_\_\_\_

\*\*\*\*\*

☐ Concur  
☐ Nonconcur

Higher Level Reviewer Signature: \_\_\_\_\_

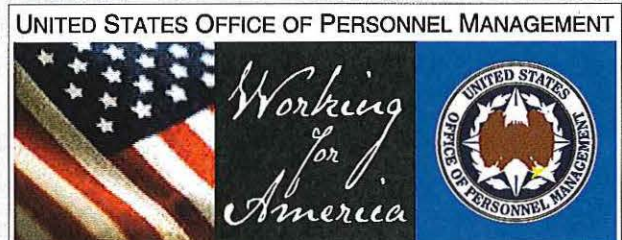
Attachment (12)



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

## STRUCTURED INTERVIEWS: *A PRACTICAL GUIDE*

September 2008



Attachment (13)

# **STRUCTURED INTERVIEWS:**

## ***A PRACTICAL GUIDE***

U.S. Office of Personnel Management  
Theodore Roosevelt Building  
1900 E Street, NW  
Washington, DC 20415-0001

September 2008



# TABLE OF CONTENTS

---

Introduction.....	3
Overview.....	3
Structured vs. Unstructured Interviews .....	3
The Purpose of this Guide .....	4
Section I: Developing a Structured Interview.....	5
1. Conduct a Job Analysis .....	5
2. Determine the Competencies to Be Assessed by the Interview .....	5
3. Choose the Interview Format and Develop Questions .....	6
Behavioral Interview Format and Questions.....	6
Writing Behavioral Interview Questions.....	7
Situational Interview Format and Questions.....	7
Writing Situational Interview Questions.....	7
4. Developing Rating Scales to Evaluate Candidates.....	8
Rating Scale and Behavioral Examples for a Behavioral Interview .....	8
Rating Scale and Behavioral Responses for a Situational Interview .....	11
5. Create Interview Probes.....	12
6. Pilot Test the Interview Questions and Evaluate the Interview Process .....	14
7. Create the Interviewer's Guide.....	14
8. Document the Development Process .....	14
Section II: Administering a Structured Interview.....	15
Interviewers .....	15
Training Your Interviewer.....	15
Note-Taking.....	15
Interviewer's Non-Verbal Behavior.....	15
Interpersonal Bias and Rating Errors .....	16
The Interview Setting .....	16
Conducting the Interview .....	16
Supplemental Materials .....	16
Arrival of the Candidate .....	16
Rating Each Candidate .....	17
Documenting the Interview Process .....	17
Appendix A: Structured Interview Implementation Checklist .....	21
Appendix B: Structured Interview Development Checklist .....	22
Appendix C: Sample Critical Incident Forms.....	23
Appendix D: Panel Interviews .....	25
Appendix E: Sample Lesson Plan for an Interviewer Training Course.....	27
Appendix F: Common Rating Errors and Interviewing Mistakes .....	28
Appendix G: Sample Structured Interview Individual Rating Form .....	30
Appendix H: Sample Structured Interview Group Rating Form .....	35

# Introduction

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## Overview

Federal Agency mission accomplishment is substantially affected by who gets hired. Agencies must select people who possess characteristics required for the job. The employment interview is an effective way of determining who has these attributes and therefore, who is right for a job.

The interview is popular because it is more personal than traditional selection assessments (e.g., written tests) and because it can be used to evaluate job characteristics not easily measured with other procedures (e.g., Oral Communication and Interpersonal Skills).

Interviews are typically used for one of two purposes in the Federal Government. First, the interview may be used as part of the formal selection process in which candidates are screened or ranked based on their scores. Second, a “selecting official's interview” may be used to verify candidates’ qualifications for a job after they have been rated using other assessment methods, but prior to making a hiring decision. In a selecting official’s interview, candidates’ responses are typically not scored.

## Structured vs. Unstructured Interviews

Employment interviews can be either *structured* or *unstructured*. Generally speaking, structured interviews ensure candidates have equal opportunities to provide information and are assessed accurately and consistently.

### Structured Interview

- All candidates are asked the same questions in the same order.
- All candidates are evaluated using a common rating scale.
- Interviewers are in agreement on acceptable answers.

### Unstructured Interview

- Candidates may be asked different questions.
- A standardized rating scale is not required.
- Interviewers do not need to agree on acceptable answers.

At first glance, the unstructured interview appears attractive due to its loose framework, discretionary content, and conversational flow. Yet, these same features make this type of interview very subjective, which reduces its accuracy and invites legal challenges.

Research consistently indicates *unstructured* interviews have little value in predicting job performance. Unstructured interviews typically demonstrate:

- Low levels of **reliability** (rating consistency among interviewers).
- Low to moderate levels of **validity** (the extent to which the assessment method measures what it is intended to measure, e.g., job performance).



Besides adversely affecting the reliability and validity of the unstructured interview, the lack of standardization in interview procedure and questions also makes the unstructured interview susceptible to legal challenges (Terpstra, Mohamed, and Kethley 1999<sup>1</sup>; U.S. Merit Systems Protection Board, 2003<sup>2</sup>).

In comparison, *structured* interviews have demonstrated a high degree of reliability, validity, and legal defensibility. Therefore, because interviews used to make employment decisions are subject to the same legal and psychometric requirements as any written employment test or other assessment method, agencies are encouraged to use structured interviews. The benefits of consistently selecting quality candidates and reducing the risk of legal challenges far outweigh any costs of adding structure (e.g., additional time and expertise).

The selecting official's interview is likely to fall somewhere between structured and unstructured, as it may incorporate a consistent set of questions but is unlikely to be rated.

### **The Purpose of this Guide**

This guide provides practical information on designing structured interviews. The guide discusses *why* interviews should have structure, *what* structure consists of, and *how* to conduct a structured interview. It also addresses the pros and cons of different types of interview questions and helpful/harmful interviewing techniques. Additionally, the guide provides practical tools for developing and implementing a structured interview. For step-by-step checklists for implementing and developing a structured interview, refer to [Appendix A](#) and [Appendix B](#), respectively.

The guidance on developing and administering structured interviews applies to interviews formally rated as part of the assessment process, as well as those used by the selection official to verify a candidate's qualifications after he/she has been rated by other assessment procedures. However, since responses are typically not scored in a selecting official's interview, the information in this document related to developing and using rating scales may be of limited use for the selecting official's interview.

This guide is not intended to be exhaustive of the possible approaches to developing a structured interview, but to provide one effective method. Additional information on assessment methods is available in OPM's online [Personnel Assessment and Selection Resource Center](#). Please see also [The Uniform Guidelines on Employee Selection Procedures](#) and the [Delegated Examining Operations Handbook](#).

---

<sup>1</sup> Terpstra, D. E., Mohamed, A. A., & Kethley, R. B. (1999). An analysis of Federal court cases involving nine selection devices. *International Journal of Selection and Assessment*, 7, 26-34.

<sup>2</sup> U. S. Merit Systems Protection Board. (2003). *The federal selection interview: Unrealized potential*. Washington, DC: Office of Policy and Evaluation.

# Section I: Developing a Structured Interview

---

There are **8 key steps** in developing a structured interview. [Appendix B](#) provides a checklist based on these steps.

- 1. Conduct a Job Analysis**
- 2. Determine the Competencies to be Assessed by the Interview**
- 3. Choose the Interview Format and Develop Questions**
- 4. Develop Rating Scales to Evaluate Candidates**
- 5. Create Interview Probes**
- 6. Pilot-Test the Interview Questions**
- 7. Create the Interviewer's Guide**
- 8. Document the Development Process**

## **1. Conduct a Job Analysis**

The purpose of a job analysis is to identify the requirements of the job and the competencies necessary to perform them. In many instances, a new job analysis will not need to be conducted; however, the critical requirements and competencies should be re-confirmed by subject matter experts. A thorough job analysis will:

- Identify the job tasks and responsibilities.
- Identify the competencies required to successfully perform the job tasks and responsibilities.
- Identify which of those competencies are required upon entry to the job.

To gather this information about a job, consider sources such as:

- Performance appraisal critical elements
- Position descriptions
- Classification standards
- Task statements
- Interviews with subject matter experts (e.g., high-performing employees, supervisors)
- Organizational charts

Chapter 2 and Appendix G of the [Delegated Examining Operations Handbook](#) provide additional information and tools for conducting a job analysis.

## **2. Determine the Competencies to be Assessed by the Interview**

After identifying the critical competencies, determine which will be assessed in the selection process and how each competency will be measured (e.g., using a written test or interview). OPM's interactive [Assessment Decision Tool](#) provides suggested methods for assessing a range of competencies and also provides evaluation criteria for each assessment method.



The structured interview is typically used to assess between four and six competencies, unless the job is unique or at a high level. Some competencies (e.g., Oral Communication, Interpersonal Skills) are particularly well-suited to assessment through an interview.

### 3. Choose the Interview Format and Develop Questions

The format of the interview can focus on candidates' past behavior, their anticipated behavior in hypothetical situations, or a combination of the two approaches. An interview based on questions about past behaviors is a behavioral description interview, also known as a behavioral event interview. An interview based on questions about hypothetical behavior is a situational interview. In the remainder of this document, "behavioral interview" will refer to both the behavioral description interview and the behavioral event interview.

The interview format will determine how the interview questions are developed. The two interview formats measure different aspects of job performance. Therefore, deciding which format to use depends upon the needs and resources of the agency and on the other assessments used. The agency may elect to include questions derived from both the behavioral- and situational-interview formats.

Regardless of the format, the interview questions should be:

- Reflective of competencies derived from a job analysis
- Realistic of the responsibilities of the job
- Open-ended
- Clear and concise
- At a reading level appropriate for the candidates
- Free of jargon

***Behavioral Interview Format and Questions.*** The primary purpose of the behavioral interview is to gather information from job candidates about their *actual* behavior during *past* experiences which demonstrates competencies required for the job. The underlying premise is the best predictor of future behavior on the job is past behavior under similar circumstances.

For example, consider the competency, Interpersonal Skills, defined as: "shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences." This definition could lead to a behavioral interview question focused on a candidate's past behavior such as:

Describe a situation in which you dealt with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?

**Writing Behavioral Interview Questions.** Convene a group of approximately six or seven subject matter experts (SMEs). These SMEs should be experienced, high-performing employees or supervisors who possess knowledge of the job at the level of the position to be filled. Typically, SMEs are at the journey level or higher.

- Have SMEs familiarize themselves with the competencies (and their definitions) to be measured by the interview.
- Have SMEs work together to write interview questions.
  - Each question should measure at least one of the specified competencies.
  - Each question should be written to elicit *specific details* about a situation, task, or context, the actions the person took or did not take, and the impact of these actions.
- SMEs should use superlative adjectives in the questions (e.g., most, last, worst, least) to help the candidate focus on specific incidents.
- SMEs should develop more questions than are actually needed to allow for subsequent discarding of questions during review and tryout.

**Situational Interview Format and Questions.** In contrast to the behavioral interview, the questions in a situational interview are based on future-oriented behavior. Situational interview questions give the candidate realistic job scenarios or dilemmas and ask how he/she *would* respond. The underlying premise is a person's intentions are closely tied to his/her actual behavior.

An example situational interview question for the competency Interpersonal Skills is:

A very angry client walks up to your desk. She says she was told your office sent her an overdue check five days ago. She claims she has not received the check. She says she has bills to pay, and no one will help her. How would you handle this situation?

**Writing Situational Interview Questions.** Typically, the *critical incident method*, outlined below, is used to write situational interview questions (Flanagan, 1954)<sup>3</sup>.

- Assemble a group of subject matter experts (SMEs) who have extensive knowledge about the job.
- Have the SMEs review the competencies (and their definitions) to be measured by the interview and the job tasks linked to the competencies.
- Have SMEs write examples of effective and ineffective behaviors (i.e., critical incidents) which reflect the competencies and associated tasks.
- Arrange for a separate group of SMEs to read each critical incident and identify the competency they believe the incident best illustrates.
  - This will confirm whether the critical incidents can be clearly linked to the specific competencies to which they are supposed to be linked.

---

<sup>3</sup> Flanagan, J. C. (1954). The critical incident technique. *Psychological Bulletin*, 51, 327-358.



- Eliminate critical incidents not clearly linked to a competency and those associated with multiple competencies.
- Have SMEs rewrite the retained critical incidents in the form of hypothetical situations.
  - These hypothetical situations should still demonstrate the correct competency.
  - The hypothetical situations should be as real as possible and reflective of the job.
- As with the behavioral interview, have SMEs develop more questions than are actually needed to allow for future elimination.

[Appendix C](#) provides example forms for writing critical incidents describing effective and ineffective behavior.

#### 4. Developing Rating Scales to Evaluate Candidates

NOTE: This step is not applicable to a selecting official's interview.

The use of a common rating scale for all candidates is a key component of the structured interview procedure. A standardized rating scale can be developed for either behavioral- or situational-interview questions; however, the process is slightly different.

***Rating Scale and Behavioral Examples for a Behavioral Interview.*** The first step in the development of a standardized rating scale for a behavioral interview is specifying the range of proficiency for each competency.

- Decide on *one* proficiency-level range for all competencies (e.g., a range of 1-5 with 5 being the most proficient and 1 being the least proficient).
- Create at least three proficiency levels, but aim for five to seven levels.
- Label at least three proficiency levels (e.g., unsatisfactory, satisfactory, and superior).

Table 1 provides a 5-level proficiency rating scale developed by OPM. Labels are provided for each of the five levels.

*Table 1: Rating Scale*

Proficiency Level	General Competencies	Technical Competencies
Level 5 - Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations.</li> <li>• Serves as a key resource and advises others.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations.</li> <li>• Serves as a key resource and advises others.</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes.</li> </ul>
Level 4 - Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations.</li> <li>• Generally requires little or no guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations.</li> <li>• Generally requires little or no guidance.</li> <li>• Demonstrates broad understanding of concepts and processes.</li> </ul>

Proficiency Level	General Competencies	Technical Competencies
Level 3 - Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations.</li> <li>• Requires occasional guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations.</li> <li>• Requires occasional guidance.</li> <li>• Demonstrates understanding of concepts and processes.</li> </ul>
Level 2 - Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations.</li> <li>• Requires frequent guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations.</li> <li>• Requires frequent guidance.</li> <li>• Demonstrates familiarity with concepts and processes.</li> </ul>
Level 1 - Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations.</li> <li>• Requires close and extensive guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations.</li> <li>• Requires close and extensive guidance.</li> <li>• Demonstrates awareness of concepts and processes.</li> </ul>

For a behavioral interview, develop example behaviors for *each proficiency level of each competency*. The purpose of these example behaviors is to clearly differentiate between proficiency levels for each competency. This will ease the rating process by giving interviewers concrete behaviors to refer to as they are considering how proficient each candidate is on each competency. The example behaviors will provide a common framework for assessing candidates' responses in a consistent manner.

Subject matter experts (SMEs) should assist in developing the behavioral examples for each behavioral interview question.

- Reconvene the panel of SMEs who developed the behavioral interview questions.
- For each question, have SMEs individually determine how actual employees at each proficiency level would respond (i.e., what their answers would be).
  - These hypothetical responses are behavioral examples for the proficiency levels.
- Have the SMEs discuss their behavioral examples.
- For each proficiency level, retain behavioral examples which the SMEs agree best reflect the competency at that level.
- Instruct interviewers to use these behavioral examples as a *general guide* (not an absolute) in making their ratings, as candidate's responses may differ depending on their unique experiences (Feild and Gatewood, 1989)<sup>4</sup>.

Table 2 presents an example behavioral interview rating scale for a question based on the competency Interpersonal Skills. This rating scale has been supplemented with behavioral examples to illustrate differences between the proficiency levels.

<sup>4</sup> Feild, H. S., & Gatewood, R. D. (1989). Development of a selection interview: A job content strategy. In Eder, R. W. & Ferris, G. R. (Eds.), *The employment interview: Theory, research, and practice* (pp. 145-157). Newbury Park, California: Sage Publications.

Table 2: Example of a Behavioral Interview Question and Rating Scale

<b>Competency: Interpersonal Skills</b> <b>Definition:</b> Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.		
<b>Question:</b> Describe a situation in which you had to deal with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?		
Proficiency Level	Definition	Question-Specific Behavioral Examples
<b>Level 5 Expert</b>	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations.</li> <li>Serves as a key resource and advises others.</li> </ul>	<ul style="list-style-type: none"> <li>Presents shortcomings of a newly installed HR automation system in a tactful manner to irate senior management officials.</li> <li>Explains the benefits of controversial policy changes to a group of upset individuals at a public hearing.</li> <li>Diffuses an emotionally charged meeting with external stakeholders by expressing empathy for their concerns.</li> </ul>
<b>Level 4 Advanced</b>	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations.</li> <li>Generally requires little or no guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates an open forum to discuss employee concerns about a new compensation system.</li> <li>Builds on the ideas of others to foster cooperation during bargaining agreement negotiations.</li> <li>Identifies and emphasizes common goals to promote cooperation between HR and line staff.</li> <li>Identifies and alleviates sources of stress among a team developing a new automated HR system.</li> </ul>
<b>Level 3 Intermediate</b>	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations.</li> <li>Requires occasional guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Restores a working relationship between angry co-workers who have opposing views.</li> <li>Remains courteous and tactful when confronted by an employee who is frustrated by a payroll problem.</li> <li>Establishes cooperative working relationships with managers, so they are comfortable asking for advice on HR issues.</li> </ul>
<b>Level 2 Basic</b>	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations.</li> <li>Requires frequent guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Offers to assist employees in resolving problems with their benefits election.</li> <li>Works with other HR staff on a cross-functional team to improve coordination of activities.</li> <li>Works with others to minimize disruptions to an employee working under tight deadlines.</li> </ul>
<b>Level 1 Awareness</b>	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations.</li> <li>Requires close and extensive guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Refers employees to the appropriate staff member to resolve their issues.</li> <li>Works with others in the HR office to organize information for employee intervention sessions on controversial issues.</li> <li>Works with others to obtain employee concerns about controversial policy changes.</li> </ul>

***Rating Scale and Behavioral Responses for a Situational Interview.*** As with behavioral interview questions, the first step in the development of a rating scale for each situational interview question is specifying the range of proficiency for each competency being assessed.

- Decide on *one* proficiency-level range for all competencies.
- Have at least three proficiency levels, but aim for five to seven levels.
- Provide labels for at least three proficiency levels (e.g., unsatisfactory, satisfactory, and superior).

Next, develop a representative response for each competency proficiency-level for each hypothetical job-scenario question. A representative response illustrates how someone with the given proficiency level on the given competency might behave. To develop the representative responses for proficiency levels of each situational interview question, follow these steps:

- Reconvene the panel of subject matter experts (SMEs) who developed the interview questions.
- For each hypothetical scenario, have each SME individually determine how actual employees at each proficiency level might behave (i.e., what their answers would be).
  - These answers are representative responses for the proficiency-level ratings.
- Have the SMEs discuss their representative responses.
- For each proficiency level, retain the representative responses which the SMEs agree are the best.

Table 3 shows an example proficiency-level rating scale for a situational interview question with representative responses for each proficiency level. The situational interview question is derived from a job task and reflects a particular competency. This linkage needs to be present for all questions.



Table 3: Example of a Situational Interview Question and Rating Scale

Job Task	Competency	Interview Question	Proficiency Level & Representative Response
<i>Performs investigative work to obtain information, gather evidence, or verify facts.</i>	<i>Integrity/ Honesty:</i> Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact violating these standards would have on an organization, self, and others; is trustworthy.	You are investigating a group of auto dealership managers suspected of money-laundering activities. During the course of an interview with one suspect, the suspect offers to help you buy a car at a price you know is well below market value. What would you do?	<p><i>Unsatisfactory:</i> Accept the offer.</p> <p><i>Satisfactory:</i> Say no to the offer and continue the investigation; document the incident in your report.</p> <p><i>Superior:</i> Probe the dealership managers to determine how they are able to offer a car at such a reduced price; attempt to get contact information of others involved; say no to the offer; and document the details of the incident.</p>

## 5. Create Interview Probes

A probe is a question asked by the interviewer to help clarify a candidate's response or ensure the candidate has provided enough information. When probes are necessary, interviewers should use very similar probes for all candidates to ensure candidates are given the same opportunities to excel. While probes may need to be tailored to address each candidate's specific response, the general meaning of the probes should not change.

- Prior to the interview, establish the desired range of probing (for example, no probes, a limited number of probes, unlimited probes).
- If probes will be used, determine the specific probes for each question the interviewer is allowed to use.

Example probes for behavioral- and situational-interview questions are presented in Table 4.

*Table 4: Example Probes for Behavioral- and Situational-Interview Questions*

<b>Competency: Interpersonal Skills</b>	
<p><b>Behavioral Interview Question:</b> Describe a situation in which you had to deal with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?</p>	<p><b>Behavioral Interview Probes:</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>• What factors led up to the situation?</li> <li>• Could you or anyone else have done something to prevent the situation?</li> <li>• What did you determine as the most critical issue to address in this situation?</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• How did you respond?</li> <li>• What was the most important factor you considered in taking action?</li> <li>• What is the first thing you did?</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• What was the outcome?</li> <li>• Is there anything you would have said and/or done differently?</li> <li>• Were there any benefits from the situation?</li> </ul>
<p><b>Situational Interview Question:</b> A very angry client walks up to your desk. She says she was told your office sent her an overdue check five days ago. She claims she has not received the check. She says she has bills to pay, and no one will help her. How would you handle this situation?</p>	<p><b>Situational Interview Probes:</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>• Why do you believe this situation occurred?</li> <li>• What do you consider the most critical issue in this situation?</li> <li>• What other issues are of concern?</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• What would you say?</li> <li>• What is the first thing you would do?</li> <li>• What factors would affect your course of action?</li> <li>• What other actions could you take?</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• How do you think your action would be received?</li> <li>• What would you do if your action was not received well?</li> <li>• What do you consider as benefits of your action?</li> </ul>

## **6. Pilot Test the Interview Questions and Evaluate the Interview Process**

Prior to using the newly developed behavioral interview and/or situational interview questions in an actual interview, give the questions to colleagues for a trial run. This trial run (i.e., pilot test) will ensure questions are clearly worded and draw an appropriate range of responses. The pilot test will indicate if and where revisions need to be made. To the extent possible, the pilot test should mirror the actual structured interview.

## **7. Create the Interviewer's Guide**

After finalizing the questions and rating scales, create an interviewer's guide. The interviewer's guide should provide general instructions about the interview process, a summary of common rating biases and rating mistakes to avoid, and general tips for good interviewing (see [Section II](#)). The guide should also provide information specific to the particular interview, including:

- Definitions of each competency being assessed
- Proficiency levels of each competency
- Interview questions
- Rating scale (with behavioral examples and/or representative responses) for each question
- Example probes

## **8. Document the Development Process**

You should maintain records of the entire interview development process, in accordance with the [Delegated Examining Operations Handbook](#). The documentation should include:

- Descriptions of all participants, including subject matter experts and those in the pilot study (e.g., name, job title, race, national origin, sex, and level of expertise).
- Interview development materials (e.g., reference materials, previous manuals).
- A description of the development of the interview, including the job analysis, the question and rating scale development process, and the pilot test.



## Section II: Administering a Structured Interview

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### Interviewers

In Federal Agencies, interviews are typically conducted by one person, namely the selecting official (i.e., supervisor) for the position being filled. While the following sections are directed toward the use of one interviewer, a structured interview may also be administered by a *panel* of interviewers. A typical panel consists of two or more persons who have extensive knowledge of the job and are trained in administering interviews.

For information on using a panel to conduct the structured interview, please refer to [Appendix D](#).

### Training Your Interviewer

It is essential to train the person who will administer the structured interview. Interviewer training increases the accuracy of the interview. Before or during the training, the interviewer should receive a guide describing the interview process in detail.

[Appendix E](#) provides a sample lesson plan for an interviewer training course. The training should emphasize the importance of note-taking, discuss the impact of the interviewer's non-verbal behavior, and review common rating biases and errors.

**Note-Taking.** Taking regular and detailed notes of observable behaviors and verbal responses during each interview is crucial. Notes will reduce the burden on the interviewer to remember details about multiple candidates. Additionally, these notes should:

- Summarize the content and delivery of respondents' answers.
- Document the candidate's grammar, body language, and other non-verbal factors.
- Help interviewers focus on pertinent information during the interview.
- Be of sufficient quality and quantity to document the interviewer's reasoning for each rating on each competency.
- Serve as documentation to support the employment decision.

**Interviewer's Non-Verbal Behavior.** An interviewer's body language such as facial expressions and body movements (e.g., nodding, raising eyebrows, frowning) communicates a lot to the candidate. For example, the interviewer communicates disinterest by slouching, regularly looking at the clock, leaning back, or doodling with a pen.

Interviewers need be aware of their body language to avoid communicating negative impressions. Additionally, while taking notes, interviewers should make periodic eye contact with the candidate to show their interest and to provide opportunities to observe the candidate's non-verbal behavior.



***Interpersonal Bias and Rating Errors.*** Bias and rating errors are inconsistent with the purpose of the structured interview process, namely, ensuring candidates are evaluated fairly, consistently, and have equal opportunities to excel. The interviewer should not be influenced by personal biases or fall prey to common rating errors.

*Biases* can take a variety of forms. For example, an interviewer might give higher ratings to candidates who appear outwardly similar to him/her. *Rating errors* might include giving all high ratings or all low ratings to candidates. [Appendix F](#) describes common rating errors and interviewing mistakes.

### **The Interview Setting**

The interview should take place in a comfortable environment.

- Interviews should be held in a quiet, non-threatening, and private place.
- Seating arrangements should be the same for all candidates.
- The interview room and facilities must be accessible to candidates with disabilities.
- There should be a separate area for those waiting to be interviewed.
- Individuals who have been interviewed should not be allowed to communicate with those waiting to be interviewed.
- Interviews should be scheduled far enough in advance to provide adequate preparation time for the interviewer.
- All candidates should be allotted the same amount of interview time.

### **Conducting the Interview**

***Supplemental Materials.*** While candidates may be permitted to bring supplemental documents to the interview (e.g., references, transcripts, or a resume), this information is for the *candidate's reference only* and should not be looked at by the interviewer during the interview. Allowing interviewers to look at these documents during the interview may bias the interviewer's perceptions of the candidates (e.g., interviewers might rate the responses of candidates with strong resumes more favorably than those of candidates with weak resumes). If interviewers look at supplemental information during the interview and this supplemental information is not provided by all candidates, candidates may be evaluated inconsistently.

### ***Arrival of the Candidate.***

- Welcome the candidate in a warm and friendly manner.
- Thank the candidate for his/her interest in the position and for coming to the interview.
- Briefly describe the job and relevant organizational characteristics to allow candidates to become comfortable in the interview setting.
- Explain the interview process in a standardized way. You may also provide this information in writing to each candidate.
- Inform the candidate that notes will be taken throughout the interview.
- Ask the candidate if he/she has any questions before beginning.

At the end of the interview, the interviewer should ask, “Is there anything else you would like us to know?” and provide the candidate with an opportunity to ask questions. The interviewer should then thank and excuse the candidate.

***Rating Each Candidate.*** Immediately after the candidate leaves the room, the interviewer should review his or her notes and, if the interview is being rated, rate the candidate. Notes should include actual behavioral examples and ratings should be defensible and supported by the notes. Examples of actual answers given should be included along with explanations of how these answers apply to the competency being rated and why they merit the given rating. Examples of rating forms for use by one interviewer or a panel of interviewers can be found in [Appendix G](#) and [Appendix H](#), respectively.

After all candidates have been rated, the interviewer should:

- Review the ratings given to each candidate.
- Ensure the total performance of each candidate has been considered thoroughly and objectively.
- Ensure the ratings are tied to specific behavioral examples.
- Sign and date each rating form.

### **Documenting the Interview Process**

In addition to the documentation mentioned above, the following information should be recorded and retained:

- Date, time, place, and length of the interview
- Name, job title, race, national origin, and sex of the interviewer
- Interview questions, scores, and notes for each candidate
- Training provided to the interviewer
- Interview guides, rating scales, and other materials used



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## Appendix A: Structured Interview Implementation Checklist

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- ☐ **Assess the Current Selection Situation.** Discuss the need for developing a structured interview and the specific goals for the structured interview. Also determine which job or jobs will use the structured interview.
- ☐ **Determine Where the Structured Interview Fits within the Selection Process.** Determine where to place the structured interview in the selection of job candidates (e.g., after a written test, as the last selection procedure). Federal Agencies typically use the interview after candidates have been determined eligible for a given job and rated/ranked on the basis of other assessment tools (e.g., a written test or resume). The interview is then used to verify a candidate's qualifications.
- ☐ **Create a Development and Implementation Plan with Timelines.** Plan the major steps for developing the structured interview, including updating or conducting a job analysis, convening subject matter experts to develop the interview questions and rating scale, and training interviewers on how to evaluate candidates.
- ☐ **Ensure Compliance of the Plan with Established Guidelines.** Make sure the structured interview process complies with the requirements in [The Uniform Guidelines on Employee Selection Procedures](#) and the [Delegated Examining Operations Handbook](#).
- ☐ **Create a Communication Plan and Obtain Commitment to the Plan.** Ensure managers are aware of the intent of the structured interview.
- ☐ **Establish Structured Interview Development Team(s).** Identify the development and implementation team, which may include human resources specialists, selecting officials, supervisors, and/or employees.
- ☐ **Develop the Structured Interview.** (See [Appendix B: Structured Interview Development Checklist](#))
- ☐ **Administer the Structured Interview.**
- ☐ **Evaluate the Results.** Monitor the implementation of the structured interview on a periodic basis to ensure the plan is followed and the intended results are achieved. Adjust the structured interview procedure as necessary.



## Appendix B: Structured Interview Development Checklist

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- ☐ **1. Conduct a Job Analysis.** Identify the job characteristics (i.e., job tasks, duties, and responsibilities) and the competencies/knowledge, skills, abilities required to perform the job successfully.
- ☐ **2. Determine the Competencies to be Assessed by the Interview.** Consider which competencies are measured most effectively with an interview.
- ☐ **3. Choose the Interview Format and Develop Questions.** Determine if you will use a behavioral interview or situational interview. Work with subject matter experts to develop questions.
- ☐ **4. Develop Rating Scales to Evaluate Candidates.** Determine the proficiency scale and develop accompanying proficiency level examples. (NOTE: May not be applicable to a selecting official's interview.)
- ☐ **5. Create Interview Probes.** Establish if probes may be used. If probes will be used, draft specific probes for each question.
- ☐ **6. Pilot-Test the Interview Questions.** Pilot test the interview questions on persons similar to the anticipated candidates. Check for clarity and appropriateness.
- ☐ **7. Create the Interviewer's Guide.** Prepare an interviewer's guide, question booklet, and rating form.
- ☐ **8. Document the Development Process.** Document all stages of the interview development.

## Appendix C: Sample Critical Incident Forms

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Effective Incident Form
<b>Job Title:</b>
<b>Competency:</b>
<b>Instructions:</b> Think of an incident during the past year in which you were particularly proud of your performance, or the performance of a coworker, and share it with us. The incident must be related to performance on the job. The incident may have involved people, facilities, information, or another item relevant to performance on the job.  Recalling this incident, please answer the following questions:
1. What circumstances led to the incident? (Situation)
2. What did you or your co-worker do that was very effective at the time? (Action)
3. Why was this incident very helpful in getting the job done? (Outcome)

<b>Ineffective Incident Form</b>
<b>Job Title:</b>
<b>Competency:</b>
<p><b>Instructions:</b>          Think back over the past year and describe an incident that should have been handled differently. The incident must be related to your performance or the performance of a coworker on the job. The incident may have involved people, facilities, information, or another item relevant to performance on the job.</p> <p>Recalling the incident, please answer the following questions:</p>
1. What circumstances led to the incident? (Situation)
2. What did you or your co-worker do that was ineffective at that time? (Action)
3. What were the effects of the actions? (Outcome)
4. What should have been done differently?



## Appendix D: Panel Interviews

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During the interview process, an abundance of information is exchanged between the candidate and the interviewer. A panel of two or three interviewers may be better able to document and interpret the information. A panel also reduces the risk of biases in ratings and allows for a diverse (e.g., race and sex) range of interviewers, indicating to the candidate that the organization values diversity and fair treatment.

Interviewers may conduct the interview together at one time or individually in a serial fashion in which the candidate progresses through multiple interviews. When feasible, the same interviewers should be used (either in a panel or serially) across all candidates, to ensure consistency in ratings.

In a panel interview, each panel member should individually observe, record, and evaluate the responses of the candidates. After each candidate, panel members should discuss their individual ratings. Final scores or ratings should be based on the consensus of the panel. This process is described in more detail below.

Although the interview panel works as a team, one panel member is typically designated as the chairperson or coordinator and he/she is responsible for the administrative and logistical arrangements of the interview and for documenting the process.

### **Conducting a Panel Interview**

Before the candidate enters the interview room, the panel coordinator should verify all panel members understand the procedures to be followed and have all necessary materials. The interview process should be described in detail in the interviewer's guide and the guide should be provided to each panel member.

Upon each candidate's arrival, the panel coordinator should:

- Welcome the candidate and introduce each panel member.
- Thank the candidate for his/her interest in the position and for coming to the interview.
- Briefly describe the job and relevant organizational characteristics as to allow candidates to become comfortable in the interview setting.
- Explain the interview process in a standardized way. This explanation may also be provided to applicants in writing.
- Inform the candidate that notes will be taken throughout the interview.
- Ask if the candidate has any questions before beginning.

At the end of the interview, the coordinator should thank the candidate, answer any general questions, and excuse the candidate.

***Making Candidate Ratings.*** Each panel member should **independently** review his/her notes immediately after the candidate leaves the room and, if the interview is not a selecting official's interview, rate the candidate. At this stage, each panelist is forming an independent evaluation without discussion with other panel members. Ratings should be specific, defensible, and supported by behavioral examples. Interviewers should include actual examples of answers given, explanations of how these answers apply to the competency being rated, and why they merit the given rating.

After panel members have independently rated all candidates, they should compare notes, ratings, and supporting observations. Panel members should thoroughly explore the basis for discrepancies in their ratings, and then reach a consensus on each candidate. Statements made by the candidate should be recorded to support specific ratings. Panelists should record the consensus rating for each candidate on a group rating form. [Appendix H](#) provides a sample group rating form.

After the last candidate has been rated, panelists should review the group ratings given to all candidates. This exchange will ensure the performance of each candidate has been considered thoroughly and objectively. This also ensures the final ratings represent the consensus judgment of the panel. After all ratings have been meticulously reviewed, they should be declared final and each member should attest to the final ratings by signing the group rating form.

# Appendix E: Sample Lesson Plan for an Interviewer Training Course

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## Lesson 1: Introduction

- Interview Reliability and Validity
- Court Challenges and the Importance of adding Structure to the Interview Process
- Relationship of the Interview to the Total Hiring Process

## Lesson 2: Interview Material

- General Interview Guidelines
- Awareness of Interviewer Biases and Mistakes
- Competency Definitions and Job Information
- Interview Questions (Behavior Interview or Situational Interview)
- Behavioral examples Responses
- Rating Forms and Procedures
- Sample Rating Forms

## Lesson 3: Interview Process and Practice Exercises

- Interview Procedures
- Checklist of “Do’s and Don’ts” for Conducting the Interview
- Critiqued Practice Using a Videotaped Interview
- Security of Interview Materials



# Appendix F: Common Rating Errors and Interviewing Mistakes

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## Common Rating Errors

One way to minimize rating errors is to make interviewers aware of the most common types of error, which are summarized below.

1. **Rater Bias:** Allowing prejudices about certain groups of people or personalities to interfere with being able to fairly evaluate a candidate's performance. Interviewers should refrain from considering any non-performance related factors when making judgments.
2. **Halo Effect:** Allowing ratings of performance in one competency to influence ratings for other competencies. For example, allowing a high rating on Oral Communication to bias the rating on Problem Solving, irrespective of the candidate's performance on Problem Solving.
3. **Central Tendency:** A tendency to rate all competencies at the middle of the rating scale (for example, giving all "3s" on a 5-point scale). When hesitating over making a high rating, interviewers should realize such a rating does not indicate perfect performance; it means demonstrating more of the competency than is generally exhibited. Similarly, when hesitating over a low rating, interviewers should realize it does not mean the candidate does not possess the competency; it means he/she did not demonstrate much of the competency in his/her interview responses.
4. **Leniency:** A tendency to give high ratings to all candidates, irrespective of their actual performance. There may be candidates who could benefit from further development in certain areas. Interviewers should allow their ratings to reflect these intra- and inter-individual differences.
5. **Strictness:** A tendency to give low ratings to all candidates, irrespective of their actual performance. There may be outstanding candidates whose demonstration of competencies warrants high ratings. Interviewers should allow their ratings to reflect these intra- and inter-individual differences.
6. **Similar to Me:** Giving higher than deserved ratings to candidates who appear similar to you. People have a natural tendency to prefer others who are similar in various ways to themselves. Interviewers should concentrate on the responses given by the candidate in making evaluations, rather than on the outward characteristics and personality of the candidate.

Interviewers can minimize these rating errors by thoroughly understanding the competencies being assessed and by learning to compare the behaviors exhibited in the interview with the behaviors anchoring the proficiency-level ratings for each competency.

## Common Interviewing Mistakes

1. **Relying on First Impressions:** Interviewers tend to make rapid decisions about the qualifications of a candidate within the first few minutes of the interview based on minimal information. Interviewers should reserve their judgment until sufficient information on the candidate has been gathered.
2. **Negative Emphasis:** Unfavorable information tends to be more influential and memorable than favorable information. Interviewers should avoid focusing on negative information to the exclusion of positive information.
3. **Not Knowing the Job:** Interviewers who do not have a comprehensive understanding of the skills needed for the job often form their own opinion about what constitutes the best candidate. They use this personal impression to evaluate candidates. Therefore, it is important to make sure interviewers fully understand the requirements of the job.
4. **Pressure to Hire:** When interviewers believe they need to make a decision quickly, they tend to make decisions based on a limited sample of information, or on a small number of candidate interviews. Interviewers should adhere to the established interview procedure and timeline with each candidate to avoid making erroneous decisions.
5. **Contrast Effects:** The order in which the candidates are interviewed can affect the ratings given to candidates. While making ratings, interviewers should refrain from comparing and contrasting candidates to those who have been previously interviewed.
6. **Nonverbal Behavior:** Interviewers should base their evaluation of the candidate on the candidate's past performance and current behavior as it relates to the competency being evaluated and *not* just on how the candidate acts during the interview. Questions and probes relating to the competencies of interest will usually direct the interviewer to the important information.



## Appendix G: Sample Structured Interview Individual Rating Form

### GENERAL COMPETENCIES:

The proficiency-level behavioral examples illustrate the types of behavior associated with each proficiency level, across the full range of HR functions. They are only examples, and candidates may demonstrate proficiency through behaviors not listed.

**Writing:** Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (e.g., facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

<u>Proficiency Rating</u> (choose only one)	<u>Proficiency Level Definition</u>	<u>Proficiency Level Behavioral Examples for Typical HR Positions</u>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Accurately copies information from one source to another.</li> <li>• Composes basic memos and emails.</li> <li>• Completes standard forms such as training forms and travel orders.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Assists in developing training materials for managers and employees.</li> <li>• Writes responses to non-selected job applicants.</li> <li>• Writes congratulatory letter to award recipients.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Proofreads internal memos for format and grammatical, spelling, and typographical errors.</li> <li>• Prepares informational material to communicate a new leave policy to employees.</li> <li>• Prepares a flowchart of the organization's hiring process.</li> <li>• Develops recruitment materials for a job fair.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Writes a handbook for employees to describe HR procedures.</li> <li>• Prepares correspondence on a sensitive discipline case.</li> <li>• Prepares a position paper to defend a controversial HR program.</li> <li>• Prepares organization's written comments on proposed classification standards.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Writes the organization's strategic human capital plan.</li> <li>• Authors an article about the organization's innovative HR practices.</li> <li>• Develops legislative proposals to resolve critical HR issues affecting the organization's ability to achieve its mission.</li> </ul>



**Oral Communication:** Expresses information (e.g., ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (e.g., technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

<b><u>Proficiency Rating</u></b> (choose only one)	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Explains procedures for changing a beneficiary.</li> <li>• Refers prospective applicants to organization's website.</li> <li>• Responds to customer inquiries about pay schedules.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Reports on project status during weekly team meetings.</li> <li>• Explains special pay rate eligibility criteria to employees.</li> <li>• Presents information about flexible work schedules at new employee orientation.</li> <li>• Conducts exit interviews.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Describes the organization's employee assistance program to groups within the HR community.</li> <li>• Presents a summary of new regulations affecting the organization's mission at a staff meeting.</li> <li>• Responds to position classification inquiries from managers who are posting vacancies.</li> <li>• Describes new HR services to managers.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Facilitates focus groups to elicit feedback on proposed performance management system.</li> <li>• Presents controversial decisions about organizational restructuring to employee groups.</li> <li>• Explains complicated new pay regulations to a lay group.</li> <li>• Explains to recruiters the impact of a legal decision on application procedures.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Presents controversial workforce diversity findings and recommendations to management.</li> <li>• Testifies about the organization's selection procedures at administrative proceedings.</li> <li>• Informs management of their misinterpretation of the Americans with Disabilities Act and recommends corrective action.</li> </ul>

**Problem Solving:** Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

<b><u>Proficiency Rating</u></b> (choose only one)	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Corrects simple problems with Health Benefits Election forms.</li> <li>• Identifies missing training forms from personnel files.</li> <li>• Reviews information justifying employee award nominations for completeness.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Determines the appropriate changes to employees' official personnel folders in cases of marriage or divorce.</li> <li>• Recommends options for an employee who has no accrued annual or sick leave and is adopting a child.</li> <li>• Suggests review process for vacancy announcements to improve accuracy and clarity.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Resolves classification issues by researching precedent-setting case decisions.</li> <li>• Analyzes relevant information to identify barriers preventing participation in a mentoring program.</li> <li>• Applies pay rules and regulations to resolve a pay-setting dispute for a new employee.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Integrates a variety of strategic hiring flexibilities to address recruitment and retention problems.</li> <li>• Identifies the immediate training needs of employees to address customer complaints.</li> <li>• Resolves union concerns about inconsistent performance ratings across the organization by implementing mandatory supervisory training.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Analyzes and solves complex labor-management disagreements involving vague and untested areas of case law regarding working conditions.</li> <li>• Resolves logistical problems associated with hiring several thousand employees to meet a temporary staffing need.</li> <li>• Resolves projected shortages in critical occupations by developing a comprehensive recruitment program to include outreach, mentoring, internships, and financial incentives.</li> </ul>

**Interpersonal Skills:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

<b><u>Proficiency Rating</u></b> <b>(choose only one)</b>	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Greets job applicants when they arrive for interviews.</li> <li>• Works with others in the HR office to organize information materials for employee orientation sessions.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Offers to assist employees in resolving problems with their benefits election.</li> <li>• Works with other HR staff on a cross-functional team to improve coordination of activities.</li> <li>• Works with others to minimize disruptions to an employee working under tight deadlines.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Restores a working relationship between angry co-workers who have opposing views.</li> <li>• Acts courteous and tactful when confronted by an employee who is frustrated by a payroll problem.</li> <li>• Establishes cooperative working relationships with managers, so they are comfortable asking for advice on HR issues.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Facilitates an open forum to discuss employee concerns regarding new compensation system.</li> <li>• Maintains contact with stakeholder groups when implementing new employee development program.</li> <li>• Builds on the ideas of others to foster cooperation during bargaining agreement negotiations.</li> <li>• Identifies and emphasizes common goals to promote cooperation between HR and line staff.</li> <li>• Identifies and alleviates sources of stress among a team developing a new automated HR system.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Presents shortcomings of a newly installed HR automation system in a tactful manner to irate senior management officials.</li> <li>• Explains the benefits of controversial policy changes to upset individuals at a public hearing.</li> <li>• Diffuses an emotionally charged meeting with external stakeholders by expressing empathy for their concerns.</li> </ul>



## FINAL RATING

**Candidate:** \_\_\_\_\_ **Rater:** \_\_\_\_\_

<i>General Competencies:</i>	Proficiency Level
1. Writing	
2. Oral Communication	
3. Problem Solving	
4. Interpersonal Skills	

### **ACTION:**

- ☐ Highly Recommended for Position
- ☐ Recommended for Position
- ☐ Not Recommended for Position

*Interviewer's Signature:* \_\_\_\_\_

*Date:* \_\_\_\_\_

## Appendix H: Sample Structured Interview Group Rating Form

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<b>Candidate Name:</b> _____		<b>Date of Interview:</b> _____		
<b>Instructions:</b> Transfer each interviewer's competency ratings onto this form. A consensus discussion must occur with each panel member justifying his or her rating. Any changes to the individual ratings during consensus discussion should be initialed by the panel members. A final group consensus rating must be entered for each competency.				
Competency	Panelists' Individual Ratings			Consensus Group Rating
	(1)	(2)	(3)	
Writing				
Oral Communication				
Problem Solving				
Interpersonal Skills				
<b>COMMENTS:</b>          				
Name of Panel Chairperson #1 :				
Name of Panel Member #2:				
Name of Panel Member #3:				

## Merit Promotion Plan Definitions

**Affirmative Employment Program.** Under Federal statute and EEO commission guidance, an agency must prepare and implement a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory practices and policies. Agencies must conduct a self-assessment annually to monitor progress and, where such barriers are identified, take measures to eliminate them.

**Area of Consideration (AOC).** The area, organization, or group of organizations in which a search is made for eligible applicants to fill vacancies covered by this plan. The AOC must be sufficiently broad to ensure the availability of high quality applicants, taking into account the nature and level of the positions to be covered.

**Basically Qualified.** An applicant being considered for any placement action who meets all established minimum qualification requirements (as prescribed in the OPM Operating Manual – Qualification Standards for General Schedule Positions or an OPM-approved agency-specific qualification standard including appropriate selective factor(s) for the position being filled).

**Best Qualified.** Those applicants who demonstrate better KSAs than other applicants for a position, based upon the job analysis as prepared by the selecting official or other subject matter expert.

**Defense Civilian Personnel Data System (DCPDS).** This is the authoritative software used to maintain personnel records and effect personnel actions in the DoD.

**Career Ladder.** The range of grades in an occupational series or specialization starting with the lowest level at which an employee can be hired, up to and including the full performance level of the position. There must be enough work classifiable at the highest grade so that there is a reasonable expectation that all employees in the given organization and occupational series or specialization can progress to that grade. Promotion to higher grade levels within the career ladder is not guaranteed once minimum qualifications are attained. Promotions are dependent upon the employee's performance rating being at least fully successful, his or her ability to perform the duties at a higher level, the continuing need for the employee to be assigned to the higher level, and supervisory approval.

**Conversion.** Changing of an employee from one appointment type to another in the same agency without a break in service.

**Detail.** The temporary assignment of an employee to a different position, or to unclassified duties for a specified period with the employee retaining his or her position of record, and returning to his or her regular duties at the end of the temporary assignment.

**Evaluation Criteria.** The KSAs and other characteristics needed for successful performance in the position to be filled. These criteria are used to determine the best qualified applicants for the position. The KSAs and other characteristics are derived from an analysis of the position and must be documented as part of the job analysis process. Applicants may be evaluated through the use of KSAs, applicant assessment questions, or other assessment tools such as structured interviews and performance exercises.



**Full Performance Level.** The highest rank, grade, or known promotion potential of a given position.

**Interagency Career Transition Assistance Plan.** A process by which employees who have been involuntarily separated may receive selection priority for jobs in agencies other than the one in which they were previously employed.

**Knowledge, Skills, and Abilities (KSA).** The experience, education, and training required to successfully perform the duties of a position.

**Management Identification of Candidates (MIOC).** A quick hiring method for filling jobs under competitive procedures. Use of MIOC should be considered any time there are at least two qualified job candidates and the AOC remains internal to the organization's permanent Federal civilian workforce.

**Merit Promotion Program.** A program designed to insure a systematic means of selection for promotion according to merit". The use of the word "promotion" does not necessarily mean increase in grade level or salary.

**Priority Placement Program (PPP).** A program designed by DoD to actively assist its surplus and displaced employees by providing selection priority for competitive service vacancies.

**Reassignment.** The change of an employee from one position to another within DON or from one division to another (within MPTE domain) without a promotion or change to lower grade. Reassignments may be effected non-competitively.

**Re-employment Priority List (RPL).** A required component of an agency's placement program to assist its current and former competitive service employees who will be or were separated by reduction in force under reference (b), part 351, or who have recovered from a compensable work-related injury after more than 1 year, as required by reference (b), part 353. In filling vacancies, an agency must give its RPL registrants placement priority for most competitive service vacancies before hiring someone from outside its own permanent competitive service workforce.

**Request for Personnel Action (RPA).** Any personnel action (associated with a position description, employee, or both) approved by a supervisor or manager of civilian personnel. The actions are electronically submitted by HRO via DCPDS which generates the hard copy SF 52B Request for Personnel Action version. The action is also available for manual submission of the SF 52 Request for Personnel Action hard copy sheet version to the servicing HRO.

**Transfer.** The change of an employee, without a break in service of 1 full workday, from a position in one agency to a position in another agency outside the DON that can be filled under the same appointing authority.

**USA Staffing.** An OPM system used to collect information from applicants for Federal jobs to determine if their qualifications meet qualification requirements for the vacancies for which they have applied.

## ANTI-NEPOTISM ACKNOWLEDGEMENT

(Prescribing Document- SSCLANTINST 12310.1)

SSC Atlantic is an equal opportunity employer. It is the policy of SSC Atlantic to provide equal opportunity at all times without regard to race, color, religion, sex, national origin, age, pregnancy, or disability in compliance with the requirements of federal law.

I, \_\_\_\_\_, a public official of the federal government, acknowledge the existence of 5 United States Code 3110 (a copy of which is attached herewith) and understand that this statute, commonly known as the Anti-Nepotism statute, generally prohibits a public official from employing, appointing, promoting, advancing or advocating for appointment, employment, promotion or advancement any relative for a civilian position in the agency in which the public official is serving. Additionally, an individual may not be appointed, employed, promoted, or advanced where such an action has been advocated for by a public official serving in or exercising control over the agency, who is a relative of the individual.

I understand it is the policy of SSC Atlantic to fill all job openings with the most qualified individual available. I am also aware that a situation could arise where the individual most qualified for a job opening may be related to someone currently employed by the federal government or my agency. I understand that I should not disqualify such an individual without disclosing this situation and seeking guidance from my chain of command, including the Human Resource Office.

I understand that personnel in the Human Resource Office and SSC Atlantic Office of Counsel are available for consultation and advice regarding compliance with this statute prior to execution of this document or any other documents related to this selection process.

I certify that my actions as a public official in this hiring selection process relating to RPA # \_\_\_\_\_ do not violate this statute.

Hiring Manager/Panel Member Name	Signature	Date

### 5 USC 3110. Employment of relatives; restrictions

(a) For the purpose of this section-

(1) "agency" means-

- (A) an Executive agency;
- (B) an office, agency, or other establishment in the legislative branch;
- (C) an office, agency, or other establishment in the judicial branch; and
- (D) the government of the District of Columbia;

(2) "public official" means an officer (including the President and a Member of Congress), a member of the uniformed service, an employee and any other individual, in whom is vested the authority by law, rule, or regulation, or to whom the authority has been delegated, to appoint, employ, promote, or advance individuals, or to recommend individuals for appointment, employment, promotion, or advancement in connection with employment in an agency; and

(3) "relative" means, with respect to a public official, an individual who is related to the public official as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, or half-sister.

(b) A public official may not appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in or to a civilian position in the agency in which he is serving or over which he exercises jurisdiction or control any individual who is a relative of the public official. An individual may not be appointed, employed, promoted, or advanced in or to a civilian position in an agency if such appointment, employment, promotion, or advancement has been advocated by a public official, serving in or exercising jurisdiction or control over the agency, who is a relative of the individual.

(c) An individual appointed, employed, promoted, or advanced in violation of this section is not entitled to pay, and money may not be paid from the Treasury as pay to an individual so appointed, employed, promoted, or advanced.

(d) The Office of Personnel Management may prescribe regulations authorizing the temporary employment, in the event of emergencies resulting from natural disasters or similar unforeseen events or circumstances, of individuals whose employment would otherwise be prohibited by this section.

(e) This section shall not be construed to prohibit the appointment of an individual who is a preference eligible in any case in which the passing over of that individual on a certificate of eligibles furnished under section 3317(a) of this title will result in the selection for appointment of an individual who is not a preference eligible.



SELF INSPECTION CHECKLIST : CIVILIAN MERIT PROMOTION PLAN

Ref: SPAWARSYSCENLANTINST 12330.3

Instructions: Indicate whether a control is in place and operating effectively ("Y" for Yes, "N" for No.) For controls that are not in place or are not operating effectively, provide a Plan of Action and Milestones (POAM) to correct the situation.

	YES	NO	POA&M
The Higher level reviewer is confirming that recruitment procedures were conducted and administered in accordance with SSC LANT policy.			
Review and discuss final selection and rationale	YES		
Confirm identified candidate for selection.	YES		
Has the Selecting Official determined and documented the selection strategy and process to include panel composition, selection criteria, rating criteria, weighting factors and interview questions? Criteria is directly related to the position being filled as indicated by the PD and KSAs.	YES		
The selecting official will forward the panel composition, selection criteria, rating criteria, weighting factors and interview questions to the HRO PMA for review and approval.	YES		
Appoint a chairperson and panel members.			
Selecting official will ensure that the chairperson possesses the requisite knowledge of the policy, the positing, the strategy and process, pertinent workforce considerations, EEO regulations and the Merit Systems principles.	YES		
Selecting official will ensure that the panel is conducted in a timely manner to comply with DON civilian hiring targets and timelines.	YES		
Selecting Official will review the list of candidates being recommended for selection.	YES		
Selecting Official will ensure that the selection and panel process are conducted in accordance with the command policy and other applicable principles and regulations.	YES		
Ensure that hiring protocol was adhered in accordance with policy.	YES		
Ensure reference checks are completed	YES		
Ensure that selection criteria was strictly followed.	YES		
Identify and document best, most-qualified candidates for return to the OCHR Ops Center	YES		
Panel chairman will provide administrative support and coordination for the panel.	YES		
Panel chairman and members will possess knowledge of the policies, panel process, facilitation, interview protocol and reference check requirements.	YES		
The Panel chairman will communicate roles and responsibilities to the panel members.	YES		

Enclosure (4)



The panel chairman will ensure that the members have a clear and shared understanding of the KSAs	YES		
The panel chairman will consolidate the panels recommendations and prepare the recommendation for selection memorandum,	YES		
The panel chairman will preserve the confidentiality of the panel deliberations, panel processes and panel documents. Ensure that documents are retained in a secure and confidential manner.	YES		
Panels will be 3 to 5 voting members to include the Command hiring representative.	YES		
The voting members must be a SME, Command hiring representative and if possible a customer of the program area. The panel members must be at an equal grade level of the position.	YES		
Panel members must understand the major duties of the position	YES		
Panel members must have knowledge of this policy, panel processes and interview protocol.	YES		
Panel members must interact with other panel members, and adhere to established timelines in the selecting criteria.	YES		
Panel members must participate in the panel interviews that will be administered in accordance with command policy.	YES		
Panel members will adhere to EEO laws and regulations, Merit Systems Principles and Prohibited Personnel Practices	YES		
Panel Members will preserve confidentiality of panel deliberations and the process.	YES		
Command Representatives will assist management in enduring panel processes are compliant with EEO regulations, Merit Systems Principles and absent of Prohibited Personnel Practices and ensure that the reviews are conducted appropriately and in accordance with policy and other applicable principles and regulations.	YES		
Command Representatives will review and approve along with HR the selection criteria for selections.	YES		
HR will advise selection officials and panel members on the proper review and selection protocol and regulatory guidance.	YES		
Advise designated panel members on the recruitment procedures to include selection and interview panel processes, reference checks and interview protocol.	YES		
HR will review and make recommendations on rating, ranking and selection criteria including interview questions prior to the start of the rating and panel selection.	YES		
HR will provide training as requested	YES		
HR Director will provide policy oversight and conduct post audit reviews of panel and selection processes and practices.	YES		
HRD will collect metrics pertaining to panel usage, panel composition and outcomes to determine compliance with the standardized hiring practices.	YES		